

# THE CHALLENGE OF CHANGE



## **Report to the Mayor's Task Force on the Revitalization and Future of the Chattanooga-Hamilton County Bicentennial Library**

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## FORWARD AND ACKNOWLEDGEMENTS

It has been obvious to us, during our time on this project, that the people of Chattanooga and Hamilton County want and need a vibrant, forward-looking public library system. We heard their concerns in focus groups, one-on-one interviews, survey responses, and in the widely-attended public “visioning” meeting. While there are many challenges facing the Chattanooga-Hamilton County Bicentennial Library, these challenges are not insurmountable. They will require, however, a focused commitment on the part of the residents of Chattanooga and Hamilton County and their elected officials and community leaders.

We wish to thank Mayor Ron Littlefield for his invaluable assistance and his commitment to the future of the Chattanooga-Hamilton County Bicentennial Library as a vital resource for the community.

Mayor Littlefield appointed a Task Force, chaired by Jim Kennedy, charged with exploring the revitalization of the library. The Mayor’s Task Force has been an important resource in our work. The Library Board, chaired by Bill Robinson, has also been an important sounding board during this process. The members of the staff of the Chattanooga-Hamilton County Bicentennial Library provided helpful information and insights into the library system as well. The members of the Task Force are listed in Appendix A and the members of the Library Board of Directors are listed in Appendix B.

Thank you also to Paul Rustand, CEO of Widgets & Stone for the “Nothing Will Change/ Everything Will Change” campaign which attracted attention and participation to the public involvement process.

A special thank you to Karen McMahon of the Mayor’s Office. Ms. McMahon was our liaison for this study and worked closely with us to provide information, assistance, and guidance.

## I. THE CONTEXT

Not long ago, the primary expectation of an individual entering a public library would be to find books, magazines, and some audiovisual materials in the building. The collection was determined by the size of the building, the local budget, and that particular library's collection focus. Now, because of the global nature of the Internet and the worldwide web, the transformation of public libraries has been from places offering finite resources limited by finite space to virtually infinite resources regardless of space. In the future, we can only expect that this transformation will continue with more and more information available in shorter and shorter periods of time coupled with increased demand from the public for assistance to use and understand this information.

But people do not simply want information from a public library. Information and knowledge are not the same. With increasing quantities and complexity of information available, people want instruction, mediation, and analysis of the information available to them. They want assistance in gaining access to the world of knowledge, and they want the public library to act as a catalyst in helping them to convert information to knowledge for their own personal needs – education, business, lifelong learning, and enjoyment.

The public library is the key institution in our cities to meet this need. Because it is a library for the “public,” its primary role is to provide equity of access to all members of the community. In order to carry out this role, the public library needs to be conceived of as a hub or terminus for information that is then translated or mediated by the librarian to meet the information needs of the local community. Through the public library, the community has direct access to all information resources – books, media, electronic – and has support in accessing, gathering, organizing, and interpreting the information.

The public library also provides open public accessibility and public space in the community. It provides a physical location for study and education, for finding information, for social and community interaction, for business incubation, for cultural awareness and community partnership opportunities, and for quiet and contemplation, with full equity of access. No other educational or cultural institution serves everyone – regardless of gender, age, ethnicity, cultural identity, or economic condition. This is especially true of a central library facility that must serve the entire population of the service area.

Public libraries are also major traffic generators and, like airports, sports facilities, museums, and aquariums, they have the potential to anchor commercial, retail, and service businesses. These uses gain value from immediate adjacency to a busy, active library.

Each of these public library characteristics or roles – a catalyst for converting information to knowledge; an information terminal; a public place; a traffic generator – will have an impact on the programming of activities, technologies, collections, and spaces within the library. As some of these characteristics or roles are currently evolving and transforming, existing libraries rarely

have the innate flexibility or system technology to easily accommodate the transformation to new roles.

A library cannot and should not fill every possible role. However, a new vision for any library system should incorporate new roles, new technologies, new collections, and new or renovated facilities to enable it to meet community needs for the present and the future.

## II. CURRENT CONDITIONS

### Background

In April 2008, the Office of the Mayor of Chattanooga sought consultant services to assist the Mayor and the Task Force that he appointed to explore the future revitalization and expansion of the Chattanooga-Hamilton County Bicentennial Library System. June Garcia and Susan Kent were selected as the consultants and began their work in late Spring. The primary task of the consultants was to assess the Chattanooga-Hamilton County Bicentennial Library System's services and facilities with the goal of having the library evolve into a vital and vibrant institution that serves the community in an innovative as well as a "traditional" way.

The consultants, working with staff in the Office of the Mayor and with the Task Force, designed a participative and collaborative process which included key stakeholder groups. The process encouraged involvement, idea generation, and communications between the consultants and the stakeholders. The stakeholder groups included the general public, governmental entities, the Library Board, the Task Force, the library staff, young people, and key individuals who hold leadership positions in the community.

Broad participation was encouraged through open meetings, focus groups, and online and paper surveys. The essential issues that the stakeholders addressed included, but were not limited to:

- Types of library services needed in Chattanooga and Hamilton County
- Role of the Downtown Library as a civic amenity
- Governance structure
- Library funding
- Roles of the branch libraries now and in the future
- Opportunities for collaboration in services and/or facilities
- Library collections and their use and relevance now and in the future
- A strategic plan for the future of the library

### The Process

The consultancy process included:

- A review of library documents including financial information, collections information, usage data, organization charts, and planning memos
- Four onsite visits to Chattanooga to meet with the Mayor and his designated staff, the Library Board, the Library Director and staff, the Task Force, and key leaders in the community
- An open public "visioning" session to test ideas and receive input
- Meeting with selected focus groups including high school students, library staff, and representatives of the History Center

- Phone and/or in-person interviews with key leaders in the community and members of the Library Board and the Task Force
- Creating a survey that was distributed both in paper and online
- Benchmarking the Chattanooga-Hamilton County Bicentennial Library with similar institutions
- An assessment of the organizational competencies of the library discussed with the Library Board and with the Director and Assistant Director
- A strategic planning session conducted with the Library Board and Task Force
- Visiting each library facility to assess current condition

The process was a broad, representative, and inclusive one. More than 800 residents of Chattanooga and Hamilton County participated through surveys (more than 500 were completed), focus groups (90 participants), twenty individual interviews with key stakeholders, and a public “visioning” meeting with over 250 people in attendance. The results from Community Visioning session can be found in Appendix C.

## Critical Findings

In order for the Chattanooga-Hamilton County Bicentennial Library to serve its community with a clear vision for the future and a strategy that addresses the very real issues that it faces, it must acknowledge the following list of critical findings. While the list may seem daunting, it is clear that the people of Chattanooga and Hamilton County want and need a library system that will be an asset to the community.

The Chattanooga-Hamilton County Bicentennial Library:

- Lacks a clear vision for the future
- Has no strategic plan in place
- Is underfunded both in its operating and its capital budgets
- Is not making good use of the funds that it receives
- Is not allocating its current resources in line with community needs
- Has not kept up with population growth in developing and expanding library facilities
- Has a very problematic governance structure that does not lend itself to clear lines of authority and responsibility
- Has an organizational structure that is inappropriate and cumbersome
- Has buildings that are inadequate, unattractive, and crowded
- Uses technology that is limited and dated
- Has collections and collection policies that do not meet contemporary library best practices

In the sections that follow, the issues included in the list of critical findings will be considered in greater detail.

### III. BENCHMARKING: COMPARISONS WITH OTHER LIBRARIES

Benchmarking is a process in which data points from one organization are compared to the same data points of other similar organizations. The comparisons permit the organization to evaluate its performance and make process and product improvements. While it is understood that it is difficult to make exact comparisons from one library system to another, it is important to understand how one library system, the Chattanooga-Hamilton County Bicentennial Library, stands in relationship to its peers both for purposes of performance and assessment of its financial resources.

The consultants worked with staff in the Mayor's office and with city planners to determine which libraries should be used in this benchmarking effort. As a result, the data is presented in two sets. The first set is a comparison of the four largest public library systems in Tennessee - Memphis, Nashville, Knox County, and Chattanooga. The second set compares libraries located in the southeast United States, serving similar size populations. Each of these libraries serves city and county residents, and each library has branches as well as a central library. The Public Library of Charlotte and Mecklenburg County, while serving a much larger population base, was included in this list because the metropolitan area is often used for comparison purposes by Chattanooga governmental officials.

The data shown in the following tables is for fiscal year 2007 and is drawn from the *Statistical Report 2008: Public Library Data Service* published by the Public Library Association, a division of the American Library Association.

The following data points were chosen for comparison:

- Population served and the number of facilities
- Square footage of library space per capita
- Expenditures per capita
- Materials expenditures per capita
- Full-time equivalent (FTE) staff
- Circulation per capita
- Holdings and holdings per capita
- Visits per capita
- Reference transactions per capita



## Population Served and Number of Facilities

The charts below simply lay out the legal population of each library's service area and its facilities. Note that each library system has a Central Library and there are varying numbers of branch libraries.

When Chattanooga-Hamilton County is compared to the other metro areas in Tennessee, it is apparent that it has proportionally fewer library facilities. Even though it has more than half of the population of Knox County and almost half the population Davidson County (Nashville), it has fewer than one quarter the number of branch libraries.

<b>Tennessee Metropolitan Libraries</b>	<b>Population Served</b>	<b>Central Library?</b>	<b>Number of Branches</b>
Chattanooga-Hamilton County Bicentennial Library	283,968	Yes	4
Knox County Public Library	400,061	Yes	17
Memphis Public Library and Information Center	813,309	Yes	18
Nashville Public Library	575,261	Yes	20

When compared to the libraries in the benchmark set, Chattanooga and Hamilton County residents have access to fewer branch libraries than residents in smaller communities: Buncombe County has eleven branches and Lexington has five branches.

	<b>Population Served</b>	<b>Central Library?</b>	<b>Number of Branches</b>
Birmingham Public Library (AL)	403,327	Yes	19
Buncombe County Public Libraries (Asheville, NC)	215,112	Yes	11
Central Arkansas Library System (Little Rock, AR)	318,834	Yes	11
Chattanooga-Hamilton County Bicentennial Library	283,968	Yes	4
Greensboro Public Library (NC)	355,272	Yes	6
Huntsville-Madison County Public Library (AL)	304,307	Yes	11
Lexington Public Library (KY)	270,789	Yes	5
Mobile Public Library (AL)	356,692	Yes	8
Public Library of Charlotte and Mecklenburg County (NC)	871,432	Yes	23
Richland County Public Library (SC)	334,609	Yes	9

## Square Footage of Library Space per Capita

This chart details the population served, the square footage (SF) of the central library, and the total square footage of the branch libraries. For comparative purposes, we have calculated the square footage per capita for each library system. This data point shows the amount of library space available for each person in the population served by library.

Residents of Chattanooga and Hamilton County, with only 0.49 square footage per capita, have less library space (square feet) than the residents of any of the other metro areas in Tennessee.

<b>Tennessee Metropolitan Libraries</b>	<b>Population Served</b>	<b>Central Library (SF)</b>	<b>Branch Libraries (SF)</b>	<b>Total SF</b>	<b>SF per Capita</b>
Chattanooga-Hamilton County Bicentennial Library	283,968	104,000	35,632	139,632	0.49
Knox County Public Library	400,061	70,600	227,197	297,797	0.74
Memphis Public Library and Information Center	813,309	300,000	219,236	519,236	0.64
Nashville Public Library	575,261	300,000	215,567	515,567	0.90

It should also be noted that the average size of a branch in Chattanooga and Hamilton County is smaller than the size of the average branch in the other metro areas of Tennessee.

<b>Tennessee Metropolitan Libraries</b>	<b>Number of branches</b>	<b>Branch Libraries (SF)</b>	<b>Average size per branch</b>
Chattanooga-Hamilton County Bicentennial Library	4	35,632	8,908.00
Knox County Public Library	17	227,197	13,364.53
Memphis Public Library and Information Center	18	219,236	12,179.78
Nashville Public Library	20	215,567	10,778.35

When the square footage per capita in Chattanooga and Hamilton County is compared to the square footage per capita in the other bench mark cities, it is the third lowest. Only Greensboro and Mobile have less square footage per capita, with 0.46 SF.

	Population Served	Central Library (SF)	Branch Libraries (SF)	Total SF	SF per Capita
Birmingham Public Library (AL)	403,327	213,233	353,956	567,189	1.41
Buncombe County Public Libraries (Asheville, NC)	215,112	52,000	56,003	108,003	0.50
Central Arkansas Library System (Little Rock, AR)	318,834	132,000	121,715	253,715	0.80
Chattanooga-Hamilton County Bicentennial Library	283,968	104,000	35,632	139,632	0.49
Greensboro Public Library (NC)	355,272	98,500	63,649	162,149	0.46
Huntsville-Madison County Public Library (AL)	304,307	123,000	50,468	173,468	0.57
Lexington Public Library (KY)	270,789	110,400	73,350	183,750	0.68
Mobile Public Library (AL)	356,692	49,258	113,833	163,091	0.46
Public Library of Charlotte and Mecklenburg County (NC)	871,432	157,000	385,645	542,645	0.62
Richland County Public Library (SC)	334,609	242,000	84,083	326,083	0.97

## Expenditures Per Capita

These charts present each library's total operating budget for fiscal year 2007. The second column indicates the expenditures per capita: that is, how much each library system spends per person in its legal service area.

Chattanooga-Hamilton County spends less per capita on public library service than the other metro areas in Tennessee. Memphis spends only \$1.04 more per capita, but Nashville spends more than twice per capita than Chattanooga does.

<b>Tennessee Metropolitan Libraries</b>	<b>Total Budget</b>	<b>Expenditures per Capita</b>
Chattanooga-Hamilton County Bicentennial Library	\$5,552,114	\$19.40
Knox County Public Library	\$10,797,349	\$29.67
Memphis Public Library and Information Center	\$15,954,913	\$20.44
Nashville Public Library	\$24,557,695	\$41.44

With the exception of Huntsville- Madison County (AL), Chattanooga has the lowest per capita (\$19.40) of any of the libraries in the benchmark set, with some of the communities expending more than twice per capita than Chattanooga.

The median annual expenditures per capita for libraries serving between 250,000 - 499,999 is \$30.56. The Chattanooga-Hamilton County Bicentennial Library, with a per capita expenditure of \$19.40, is in the lower quartile for libraries in this population group.

	<b>Total Budget</b>	<b>Expenditures per Capita</b>
Birmingham Public Library (AL)	\$17,384,013	\$38.12
Buncombe County Public Libraries (Asheville, NC)	\$4,515,692	\$20.99
Central Arkansas Library System (Little Rock, AR)	\$11,806,214	\$36.88
Chattanooga-Hamilton County Bicentennial Library	\$5,552,114	\$19.40
Greensboro Public Library (NC)	\$8,437,509	\$22.70
Huntsville-Madison County Public Library (AL)	\$5,679,024	\$17.74
Lexington Public Library (KY)	\$12,565,826	\$44.88
Mobile Public Library (AL)	\$8,458,092	\$23.71
Public Library of Charlotte and Mecklenburg County (NC)	\$37,906,067	\$41.91
Richland County Public Library (SC)	\$18,246,466	\$47.92

## Materials Expenditures per Capita

The materials expenditures charts indicates how much per person in the legal service area is spent on the acquisition of library materials (books, dvds, magazines, electronic databases, etc.).

Chattanooga-Hamilton County Bicentennial Library spent \$2.04 per capita in fiscal year 2006-2007, less than half of what Nashville spent but more than twice as much as Memphis spent.

<b>Tennessee Metropolitan Libraries</b>	<b>Materials Expenditures per Capita</b>
Chattanooga-Hamilton County Bicentennial Library	\$2.04
Knox County Public Library	\$3.56
Memphis Public Library and Information Center	\$0.74
Nashville Public Library	\$4.85

When compared to libraries in the benchmark group, Chattanooga-Hamilton County Bicentennial Library tied for last place with Huntsville-Madison County Public Library.

The median materials expenditure per capita for fiscal year 2006-2007 for libraries serving populations between 250,000 - 499,999 was \$3.92. The Chattanooga-Hamilton County Bicentennial Library spent \$2.04 per capita, placing it clearly in the lower quartile.

	<b>Materials Expenditures per Capita</b>
Birmingham Public Library (AL)	\$3.14
Buncombe County Public Libraries (Asheville, NC)	\$3.20
Central Arkansas Library System (Little Rock, AR)	\$5.43
Chattanooga-Hamilton County Bicentennial Library	\$2.04
Greensboro Public Library (NC)	\$2.76
Huntsville-Madison County Public Library (AL)	\$2.04
Lexington Public Library (KY)	\$6.29
Mobile Public Library (AL)	\$3.91
Public Library of Charlotte and Mecklenburg County (NC)	\$4.03
Richland County Public Library (SC)	\$9.82

## Full-time Equivalent (FTE) Staff

These charts lay out the number of full time equivalent (FTE) staff employed by each library. The number of FTE staff has a direct impact on the number of hours the library can be open and the types of services the library can offer.

The Chattanooga-Hamilton County Bicentennial Library has fewer staff than the other libraries serving metro areas in Tennessee. In part, this can be attributed to the fact that the other metro libraries need to provide staff for more library facilities than Chattanooga-Hamilton County Bicentennial Library does.

<b>Tennessee Metropolitan Libraries</b>	<b>FTE Staff</b>
Chattanooga-Hamilton County Bicentennial Library	83.5
Knox County Public Library	162.5
Memphis Public Library and Information Center	332.0
Nashville Public Library	291.3

In fiscal year 2006-2007, the Chattanooga -Hamilton County Bicentennial Library had 83.5 FTE staff. Buncombe County in Asheville, North Carolina, serving a population of 215,112 is the only library in the benchmark group that has fewer staff.

	<b>FTE Staff</b>
Birmingham Public Library (AL)	235.9
Buncombe County Public Libraries (Asheville, NC)	78.0
Central Arkansas Library System (Little Rock, AR)	186.0
Chattanooga-Hamilton County Bicentennial Library	83.5
Greensboro Public Library (NC)	107.7
Huntsville-Madison County Public Library (AL)	118.0
Lexington Public Library (KY)	125.0
Mobile Public Library (AL)	147.0
Public Library of Charlotte and Mecklenburg County (NC)	537.0
Richland County Public Library (SC)	241.2

## Circulation per Capita

Circulation is the measure of how many library items (books, dvds, cds, etc.) are checked out by library users. The circulation per capita measure indicates how many items are checked out per person in the legal service area. This is a measure of how much the collection is used.

With a circulation of 2.50 per capita, the Chattanooga-Hamilton County Bicentennial Library has the lowest circulation per capita of the metro libraries in Tennessee. Although it is only slightly less than that of Memphis, it is substantially less than that of Knox County and Nashville.

<b>Tennessee Metropolitan Libraries</b>	<b>Circulation per Capita</b>
Chattanooga-Hamilton County Bicentennial Library	2.50
Knox County Public Library	5.98
Memphis Public Library and Information Center	2.65
Nashville Public Library	7.37

With a circulation of 2.50 per capita, the Chattanooga-Hamilton County Bicentennial Library has the lowest circulation per capita of any of the libraries in benchmark group.

In fiscal year 2006-2007, the median circulation per capita for libraries serving populations of 250,000 - 499,999 was 6.25. The Chattanooga-Hamilton County Bicentennial Library was in the lower quartile on this measure.

	<b>Circulation per Capita</b>
Birmingham Public Library (AL)	3.77
Buncombe County Public Libraries (Asheville, NC)	7.07
Central Arkansas Library System (Little Rock, AR)	5.91
Chattanooga-Hamilton County Bicentennial Library	2.50
Greensboro Public Library (NC)	4.15
Huntsville-Madison County Public Library (AL)	6.26
Lexington Public Library (KY)	9.58
Mobile Public Library (AL)	5.13
Public Library of Charlotte and Mecklenburg County (NC)	7.09
Richland County Public Library (SC)	8.96

## Holdings and Holdings per Capita

Holdings per capita indicate the total number of items in the library's collections (books, media, etc.) divided by the number of people in the legal service area. Chattanooga has 1.79 items for each person in the service area, substantially fewer than the other metro libraries in Tennessee.

<b>Tennessee Metropolitan Libraries</b>	<b>Holdings</b>	<b>Holdings Per Capita</b>
Chattanooga-Hamilton County Bicentennial Library	508,994	1.79
Knox County Public Library	1,011,163	2.53
Memphis Public Library and Information Center	1,658,554	2.04
Nashville Public Library	1,633,724	2.84

The majority of the libraries in the benchmark group have more holdings per capita than the Chattanooga-Hamilton County Bicentennial Library. Only Greensboro and Charlotte have fewer items per capita.

In 2007, the median holding per capita for libraries serving 250,000 - 499,999 was 2.22 volumes. The holdings per capita of the Chattanooga-Hamilton County Bicentennial Library was below the median, but was above the lower quartile.

	<b>Holdings</b>	<b>Holdings Per Capita</b>
Birmingham Public Library (AL)	899,404	2.23
Buncombe County Public Libraries (Asheville, NC)	584,399	2.72
Central Arkansas Library System (Little Rock, AR)	857,245	2.69
Chattanooga-Hamilton County Bicentennial Library	508,994	1.79
Greensboro Public Library (NC)	539,538	1.52
Huntsville-Madison County Public Library (AL)	673,574	2.21
Lexington Public Library (KY)	606,499	2.24
Mobile Public Library (AL)	638,567	1.79
Public Library of Charlotte and Mecklenburg County (NC)	1,444,635	1.66
Richland County Public Library (SC)	1,170,005	3.50



## Visits per Capita

Visits per capita are a measure of the number of people visiting the library divided by the number of persons in the legal service area. This measure reflects the number of people who visited a library facility regardless of the reason for the visit. Visits per capita is impacted by the total number of library facilities, the availability of materials and services of interest to community residents, and the number of hours each library facility is open.

In fiscal year 2006-2007, the Chattanooga-Hamilton County Bicentennial Library had 2.14 visits per capita, substantially lower than the other metro libraries in Tennessee.

<b>Tennessee Metropolitan Libraries</b>	<b>Visits per Capita</b>
Chattanooga-Hamilton County Bicentennial Library	2.14
Knox County Public Library	4.26
Memphis Public Library and Information Center	3.81
Nashville Public Library	6.33

The figure of 2.14 visits per capita for Chattanooga is clearly the lowest in the benchmark group. In fiscal year 2006-2007, the median visits per capita for libraries serving 250,000 - 499,999 was 4.39. The Chattanooga-Hamilton County Bicentennial Library was in the lower quartile for this measure.

	<b>Visits per Capita</b>
Birmingham Public Library (AL)	5.63
Buncombe County Public Libraries (Asheville, NC)	6.55
Central Arkansas Library System (Little Rock, AR)	5.31
Chattanooga-Hamilton County Bicentennial Library	2.14
Greensboro Public Library (NC)	7.77
Huntsville-Madison County Public Library (AL)	4.45
Lexington Public Library (KY)	6.78
Mobile Public Library (AL)	3.54
Public Library of Charlotte and Mecklenburg County (NC)	5.96
Richland County Public Library (SC)	5.67

## Reference Transactions Per Capita

According to the Institute of Museum and Library Services, the federal agency responsible for collecting public library statistics, “A reference transaction is an information contact which involves the knowledge, use, recommendations, interpretation, or instruction in the use of one or more information sources by a member of the library staff. It includes information and referral services. Information sources include printed and non-printed materials, machine-readable databases, catalogs and other holdings records, and, through communication or referral, other libraries and institutions and people inside and outside the library. The request may come in person, by phone, by fax, or by mail, electronic mail, or through live or networked electronic reference service from an adult, a young adult, or a child.”

Reference transactions per capita are a measure of the total number of reference questions divided by the population of the legal service area. Two of the metro libraries had more reference transactions per capita than the Chattanooga-Hamilton County Bicentennial Library, and one of the metro libraries, Knox County, has fewer reference transactions per capita.

<b>Tennessee Metropolitan Libraries</b>	<b>Reference Transactions per Capita</b>
Chattanooga-Hamilton County Bicentennial Library	0.53
Knox County Public Library	0.42
Memphis Public Library and Information Center	2.26
Nashville Public Library	0.58

In fiscal 2006-2007, the Chattanooga-Hamilton County Bicentennial Library had 0.53 reference transactions per capita - only Huntsville-Madison County (AL) with 0.30 had less.

	<b>Reference Transactions per Capita</b>
Birmingham Public Library (AL)	1.96
Buncombe County Public Libraries (Asheville, NC)	0.63
Central Arkansas Library System (Little Rock, AR)	1.30
Chattanooga-Hamilton County Bicentennial Library	0.53
Greensboro Public Library (NC)	0.58
Huntsville-Madison County Public Library (AL)	0.30
Lexington Public Library (KY)	0.75
Mobile Public Library (AL)	0.80
Public Library of Charlotte and Mecklenburg County (NC)	5.18
Richland County Public Library (SC)	5.23

The median number of reference transactions per capita for libraries serving populations of 250,000 - 499, 999 was 0.88 in fiscal year 2006-2007. The Chattanooga-Hamilton County Bicentennial Library was in the lower quartile for this measure.

## IV. STARTING THE TRANSFORMATION

### The Effective Library

In order for a library system to be successful and effective, it must be organized in a way that allows it to achieve its goals and objectives and gives it the ability to change and develop new initiatives and services. The capacity of the organization to serve its users, manage its resources, achieve its goals, utilize technology, and be nimble and flexible in preparing for the future are all part of the overall effectiveness of the library as an institution. The Chattanooga-Hamilton County Bicentennial Library has policies, procedures, and an organizational structure that do not support operational effectiveness.

The consultants reviewed documents provided by the Library Director, met with library staff and Board, interviewed key stakeholders, and held focus groups. The information collected, both “hard” data on finances and statistical measures and softer, “anecdotal” information served as the basis for the following observations and recommendations.

### Organizational Competencies

Organizational competencies are institutional capacities or efficiencies that are necessary to enable the library to achieve the goals and objectives in its strategic plan. While service goals focus on effectiveness and identify direct benefit to community residents, organizational competencies describe the desired state of a well-managed, efficient library.

Each organizational competency is supported by initiatives which are short-term endeavors designed to produce a clearly identified product or result within a specified timeframe. Initiatives are used to make progress toward creating the institutional capacity or efficiency described in an organizational competency. The Organizational Competencies form used in this assessment can be found in Appendix D.

The consultants have drafted Organizational Competencies, listed below in alphabetical order, in fourteen key areas:

- Collections
- External partnerships
- Facilities
- Finance
- Fund raising
- Governance
- Marketing and public relations
- Measurement and evaluation
- Operational efficiencies
- Organizational structure

- Planning
- Policies
- Technology
- Training and staff development

Two or more proposed initiatives accompany each organizational competency. These initiatives are projects that the consultants believe should be completed if the library is to make progress towards achieving the organizational competency. The Library Board and library management should discuss the proposed initiatives and make any needed additions or revisions.

Once the initiatives have been reviewed, revised, and prioritized, a specific completion date, such as August 31, 2009, should be assigned for each. Library management should provide a monthly progress report on each initiative to the Board. These initiatives must be accomplished to put the library system on a sound footing for the future. As a new “vision” for the library moves forward, the ongoing operational issues and problems that the library currently faces must be addressed and corrected.

## COLLECTIONS

### OVERVIEW

Collections are at the very heart of a library. They are the traditional reason for people using libraries and they have become a means for libraries to attract new users and retain current users with collections in new media and formats. Collection management or the selection, acquisition, maintenance, replacement, and de-acquisition of library materials is a critical library responsibility. A “collection development” policy, created by library staff based on the library’s strategic directions and approved by the Library Board should lay out the parameters of the collection and serve as the basis for purchases and “weeding” (the removal of items from the collection).

The assessment of the collections of the Chattanooga-Hamilton County Bicentennial Library has been done by analyzing the collection data sent to the consultants by the Library Director, in-person scan of the collections in all library facilities, searching for items in the library’s online catalog, and input received from interviews, focus groups, surveys, and the public meeting.

### COLLECTION DEVELOPMENT POLICY

The consultants were provided with collection development papers from the various departments of the Downtown Library: General Reading/Reference (9/07), Business, Science and Technology (undated), Children (undated), Fine Arts (undated), and Local History and Genealogy (undated). These papers appear to identify the “present” level of collection development and briefly describe what collections could be provided with additional funding. There is no general Collection Development Policy for the library system as a whole.

The papers for the Downtown Library subject departments varied in depth and analytical detail and cannot be characterized as policy papers. However, they provide a brief glimpse of the rationale behind the library system's allocation of funds for collections. Examples from several of these staff generated papers follow:

- "Fiction is one of the most popular areas for patron's recreational and educational reading...due to budget constraints, buying newer fiction and replacing popular and classic novels has been difficult."
- "The majority of paperbacks, both mass market and trade editions, are donations."
- "Older circulating books on less popular subjects would stay on the shelves, so that something would be available to our patrons to check out, even though the information may be somewhat out of date."

#### **FUNDING AND ALLOCATIONS FOR MATERIALS**

The consultants spent considerable time analyzing the library's materials budget and its allocation among the various collection categories and facilities. Several conversations with the Library Director and his staff were necessary so that all parties could agree to the correct figures and categories. Because the library does not always utilize standard categories in assigning circulation (items checked out) and budget, it was a difficult task to make some comparisons.

The library also has unusual internal policies for its collections. The Library Director has stated the library is a "research library." Therefore, staff only purchase a single copy of new, popular title and then provide multiple rental copies for which the user must pay a weekly fee. The library also does not purchase mass market paperbacks and most popular media, relying on gifts in these areas.

In fiscal year 2007-2008, the Library's materials budget was \$503,424.30 or \$1.78 per capita for the population served. This puts it significantly lower than the median expenditure per capita for libraries of similar population size. In fact, it falls significantly below the lower quartile of expenditures per capita which was \$2.94 in fiscal year 2006-2007.

Since funds for materials have been so limited, it is critical that materials which are purchased are those which are most wanted and needed by the user. Maximizing the collection dollars is essential. Last fiscal year, the Library spent its collections funds for materials for adults, children, and teens in the following way:

<b>PERCENTAGES OF TOTAL MATERIALS BUDGET BY AGE GROUP</b>	
Adults	88.50%
Teens	4.00%
Children	7.50%

To understand where the priority is put on materials purchased, consider the percentages of expenditures for each category. It is apparent that the highest percentage of funds is spent on adult circulating nonfiction followed by databases, adult reference, and adult periodicals and the least is spent on materials for teens, fiction for adults, and media .

<b>Materials Type</b>	<b>% Materials Budget</b>
Adult Nonfiction	32.3%
Adult Fiction	2.3%
Teens	3.9%
Children	7.4%
Reference Materials - Adult Print	10.8%
Reference Materials - Children Print	0.0%
Electronic Databases	17.2%
Media	3.5%
Periodicals - Adults	11.5%
Periodicals -Children and Teens	2.0%
Rentals - Books	3.5%
Rentals - Media	6.1%

It is very important for planning and operational purposes, that a library collect accurate circulation and collection data. By tracking what is used (checked out), requested and owned, the library staff can do the most effective job of developing the collection and acquiring new materials.

Because the library does not use standard circulation fields for data collection, it is not possible to do a finite breakdown of circulation by materials types (fiction, for example). For example, the library has circulation categories for “adult new books,” “adult paperback,” “adult seasonal,” and “adult large print” without breaking down whether those titles are either fiction or non fiction.

For fiscal year 2007-2008, the library circulated (checked out) almost 730,000 items. Circulation was heaviest at the Downtown library (240,000 items) followed by Northgate (187,313), Ooltewah-Collegedale (149,699), Eastgate (90,162), and South Chattanooga (32,682). Online renewals accounted for almost 35,000 circulations. Circulation was heaviest in juvenile

materials (244,639) followed by adult media (131,349). This is followed by the adult fiction and nonfiction categories (after assumptions are made for categories that are overly general).

When comparisons are made for circulation vis. a vis. budget expenditures for those categories, it is apparent that the resource allocation, the amount spent on various categories, does not track the way that people are using the collections. For example, if juvenile materials accounts for 34% of the library's total annual circulation, why is only 7.4% of the total materials budget being spent on materials for young people? If adult fiction counts for between a conservative 12% to a more likely 17% of total circulation, why is only 2.3% of the budget being spent on adult fiction?

### ***Organizational Competency 1: Collections***

**The Chattanooga-Hamilton County Bicentennial Library will develop and maintain collections that reflect and support established service priorities.**

Initiative 1.1: By \_\_\_\_\_, allocate the materials budget in a manner consistent with the service priorities, goals, and objectives adopted by the Board.

Initiative 1.2: By \_\_\_\_\_, present a Collection Management Plan that supports the service priorities, goals, and objectives to the Board for adoption.

Initiative 1.3: By \_\_\_\_\_, complete weeding of all branch collections to support service priorities, goals, and objectives adopted by the Board.

Initiative 1.4 By \_\_\_\_\_, complete weeding of the Downtown Library to support service priorities, goals, and objectives adopted by the Board.

Initiative 1.5: By \_\_\_\_\_, identify the advantages and disadvantages of providing rental copies of popular books and DVDs compared to acquiring multiple copies that are made available free of charge.

Initiative 1.6: By \_\_\_\_\_, complete a cost-benefit analysis (by search, by user, or by article) for the licensed databases leased by the Library.

### **EXTERNAL PARTNERSHIPS**

The Chattanooga-Hamilton County Library has made some efforts to partner with other organizations in the community. In the "Annual Report 2007" (dated January 22, 2008) provided by the Library Director, he states: "With a change in administration in 2002, we sought to remedy several key issues affecting our level of service, namely ... isolation from wider community service organizations and corporations..." As a result, the library has cooperated with organizations such as Read Chattanooga and Project Ready for Schools. However, many



people are not aware of the efforts and the outcomes of these partnerships and the library has no policy on the criteria for establishing partnerships based on its strategic directions.

A common theme heard from the key stakeholders interviewed by the consultants was the library's lack of "connectedness" to the wider community, in general, and to the political community in particular. They believe that the library needs to become more visible, needs to partner with more community organizations, and be more engaged in education and literacy. This lack of connectedness, especially as it relates to other educational entities was a great concern. One person stated: "In Chattanooga, new partners are always welcome at the table and the library would be welcome if it got involved in things. Beyond education, there are opportunities in arts and culture as well."

### ***Organizational Competency 2: External Partnerships***

**The Chattanooga-Hamilton County Bicentennial Library will actively seek partnerships with organizations and institutions to enable the library to better serve its customers and achieve its service goals.**

Initiative 2.1: By \_\_\_\_\_, identify current partnerships and the obligations that the Library has as part of those partnerships.

Initiative 2.2: By \_\_\_\_\_, develop criteria that will be used to assess partnership opportunities.

Initiative 2.3: By \_\_\_\_\_, adopt a Board approved policy on the establishment of new partnerships.

Initiative 2.4: By \_\_\_\_\_, complete staff training on Board approved partnership policy.

## **FACILITIES**

### **ASSESSMENT OF LIBRARY FACILITIES**

The Chattanooga-Hamilton County Bicentennial Library consists of five libraries: the Downtown Library, the Eastgate, Northgate, Ooltewah/Collegedale and South Chattanooga Branch Libraries. All of the buildings, with the exception of Eastgate, are owned. Eastgate is leased and its lease will expire in October 2009.

The consultants toured each of the Library's facilities accompanied by the Library Director and a staff member from the Office of the Mayor. While they did not perform a comprehensive audit of each facility, they observed the condition of the building, the lighting, the layout, the furniture and equipment, the public seating, staff areas, service desks, and the layout of the collections.

The consultants provided a facility assessment form to be filled out by library staff for each individual facility. These forms were used as an opportunity to capture the Library staff's

assessment of the building, identify prior renovations or improvements, and identify current conditions and improvements needed. The completed facility assessment forms are included as Appendix E of this report.

It is interesting to note that the staff's assessment of the facilities generally rated each of the categories as "good" or "fair" with the exception of the Northgate Branch Library which was rated consistently as "poor." Many of problems noted by the consultants on their tour were not identified in the staff assessments.

### **CONSULTANT OBSERVATIONS**

In general, the consultants felt that the library facilities were crowded, unattractive, and poorly laid out. Lighting was problematic in several branches. The furniture was makeshift and the seating was often uncomfortable. In most of the facilities, the computer terminals were not placed for ease of use and the high stools for computer seating left no space for the user's legs and provided limited work space for the customer.

The layouts of most of the buildings were awkward and cramped. Staff service desks were often excessively large and poorly positioned. Special equipment such as self-check machines were not properly located and not clearly marked.

From an aesthetic point of view, the interiors needed new flooring and painting, better and ergonomically designed furniture, much improved lighting and better layouts with clear signage and pathfinding. Branch meeting rooms, if they existed, were small.

The Downtown Library is "tired" and outdated. It needs interior and exterior improvements as well as a reconsideration of its interior layout and the amount of space allocated to various functions. It also lacks many of the amenities of contemporary public libraries including meeting spaces of various sizes, a cafe/coffee shop, exhibition space, quiet reading areas, and study rooms.

The Downtown Library is also considered "unsafe" by many of the people to whom the consultants spoke. This characterization is due to the congregation of people who "hang out" on the library's steps and near the front door making ingress and egress uncomfortable to some library users. The lack of inexpensive public parking is also a significant issue.

Library facilities are an important part of the experience of using library services. It is difficult to provide high quality library services from buildings that are poorly maintained, uncomfortable, not organized in a user-friendly manner, and not well-equipped.

### **RECOMMENDATIONS**

The Chattanooga-Hamilton County Bicentennial Library needs to address its facilities issues directly. Once a Strategic Plan has been adopted by the Library Board, each of the facilities need to be assessed in light of the plan and the goals and objectives for service. A detailed facilities master planning process should be undertaken. This process should include identifying

the need for new libraries based on population growth and projections for the future. Consideration should be given to the appropriateness of the current locations, size, and condition of each of the existing libraries particularly the downtown building and the rental space at Eastgate. The immediate improvements needed to the buildings, as identified by staff and the consultants, need to be funded and scheduled particularly on items that affect life safety issues.

Additionally, the Library should explore the potential of moving the downtown library to another site in the downtown and, in particular, initiate discussions with the Board and staff of the History Center to see if co-location of facilities is possible.

As an example for what a great library can be, it would be exciting to find a donor or donors to underwrite the interior renovation of one of the branch libraries. Reconfiguring the layout and adding new floor covering, paint, furniture and equipment, shelving, and new collections could be done for about \$350,000 - \$500,000. This “new” branch would serve as a model for the library and could attract new users, new donors, and governmental support.

### ***Organizational Competency 3: Facilities***

**The Chattanooga-Hamilton County Bicentennial Library will operate attractive and welcoming facilities in places community residents frequently and willingly go.**

Initiative 3.1: By \_\_\_\_\_, adopt a Facilities Master Plan that addresses issues such as site selection, recommended distance between branches, ideal branch size, etc.

Initiative 3.2: By \_\_\_\_\_, complete an assessment of improvements needed at each library facility and the costs associated with those improvements.

Initiative 3.3: By \_\_\_\_\_, complete a study of the options and costs associated with the renovation of the existing Downtown Library or the development of a new Downtown Library on its present or a new site.

Initiative 3.4: By \_\_\_\_\_, propose a plan to reallocate space in the Downtown Library that supports the service priorities, goals, and objectives adopted by the Board.

Initiative 3.5: By \_\_\_\_\_, propose a plan for each branch library to reallocate space in support of the service priorities, goals, and objectives adopted by the Board.

Initiative 3.6: By \_\_\_\_\_, obtain funding to renovate the interior of one branch library that will serve as a model for the services the revitalized library system will offer.

## FINANCE

The Chattanooga-Hamilton County Bicentennial Library is underfunded both in its annual operating revenues and in its capital revenues. The Library Director provided the consultants with data detailing the library's financial picture for the last ten years. From fiscal year 1998-1999 when revenue from city, county and state funds totaled \$4,692,521 to fiscal year 2007-2008 when revenue from the same governmental entities totaled \$5,028,551, the increase in funding for the library has been a mere \$336,030 or a growth of 7%.

According to the U. S. Department of Labor, Bureau of Labor Statistics' Inflation Calculator, the library's revenue of \$4,692,521 would be worth \$6,115,391 in buying power in 1998. Consequently, the revenue for the last fiscal year has significantly less "buying power," almost 25% less, than the budget of ten years ago.

According to the *Public Library Data Service Statistical Report 2008* (PLDS) published by the Public Library Association, the operating expense per capita for the library system is \$19.40 which places the library in the lower quartile for libraries serving similar size populations (250,000-499,999).

In terms of capital funding, the Library Director reports that, "As for capital funding, our Library has not received any for any purpose since 1999 and less than \$6 million for new buildings since the library was founded in 1905." The lack of capital funding has left the library system in an extremely difficult situation. There has been no funds to renovate existing facilities or add new facilities in areas of population growth in Hamilton County. A new library automation system is very much needed to replace the current, under configured system and no funding has been available for that. According to records provided to the consultants, no capital funding has been made available to the library system since fiscal year 2000-2001.

Because the library system has been challenged financially, it needs to find new and innovative ways to operate, and, most significantly, it needs to align its resource allocation with its strategic plan. It is not clear whether the funding situation over the last 10 years is a result of stagnant revenues in Chattanooga and Hamilton County in general and that all public entities funded by the county and the city are in a similar situation. A question to be addressed is whether the library is in a singular position regarding funding growth because of its unique governance situation and/or a lack of leadership and direction in making the case for sustainable growth and expansion.

A successful, well used library system that meets the needs of its users and is clearly an asset to the community it serves can make the case for financial support from its public funders. In these challenging economic times, it is not enough to simply ask for more money. It is essential that budgetary requests go hand in hand with the strategic directions of the institution and that the budget acts as a road map, so to speak, for achieving the goals and objectives that the library, its governance structure, its funders, and the general public have all acknowledged as important for the future. This is true of annual operating budgets and well as capital funding requests.

***Organizational Competency 4: Finance***

**The Chattanooga-Hamilton County Bicentennial Library will allocate its financial resources in support of its approved service goals and strategic initiatives.**

Initiative 4.1: By \_\_\_\_\_, develop an easy-to-understand monthly financial reporting form that summarizes expenditures, encumbrances, and other key data for the Library Board.

Initiative 4.2: By \_\_\_\_\_, provide a budget overview for the Board indicating how the FY09/10 budget will be reallocated to support approved goals and objectives.

**FUND RAISING**

The Chattanooga-Hamilton County Bicentennial Library has done very little, with the exception of Club Lib, to develop a program for raising funds from the private sector. While it has attracted some grants from outside agencies such as the Kiwanis Club and from the Bill and Melinda Gates Foundation, part of a national library initiative, it has not put together the structure which would create a viable and successful fund raising operation.

In May 2005, the "Community Feasibility Fund Raising Study," done for the library was completed. In the report, the library was characterized as a "sinking ship, not a rising star" and questions were raised about the library's "location, mission, programs, organizational capacity and appearance."

While Club Lib has been a successful annual event due to the hard work of the volunteers who put it together, it cannot be the only fund raising opportunity for the library system. Currently the Grants position is unfilled and a fund raising plan, based on strategic priorities for the library, does not exist.

In order for any library to do successful fund raising, it needs to be viewed in the community as a vital and dynamic organization, worthy of support, and willing to work with funders --- corporate, foundation, individual -- to develop programs that are needed and used by the community. The individuals involved in fundraising -- the Library Director, Friends, Board members, volunteers -- need to be engaged and articulate about the reasons funds are needed and the projects that will be accomplished.

***Organizational Competency 5: Fund Raising***

**The Chattanooga-Hamilton County Bicentennial Library will partner with the Library Board of Directors and the Friends of the Library to solicit private funds to support and enhance library services.**

Initiative 5.1: By \_\_\_\_\_, determine the parameters within which any library fund raising would need to be conducted.

Initiative 5.2: By \_\_\_\_\_, develop a multi-year Fundraising Plan for operating and capital needs that addresses public funding needs as well as opportunities and strategies for private funding from sources such as grants and fundraising.

Initiative 5.3: By \_\_\_\_\_, develop a position paper on the pros and cons of establishing a Library Foundation.

## GOVERNANCE

The governance and funding structure of the Chattanooga - Hamilton County Bicentennial Library is somewhat unique among public libraries. An act of 1974 established the library as a jointly funded library. The Tennessee Code Annotated, Title 10, Division of Tennessee Library and Archives specifically addresses Hamilton County:

“Paragraph 8, Contract for Distribution of Hamilton County Local Sales Tax. ---

Hamilton County agrees, beginning the fiscal year 1966-67, to pay jointly with the City of Chattanooga one-half of the operating expenses of the Chattanooga Public Library, said payments to be made monthly to the City Treasurer by the County.

Sections 1, 2, and 6, House Bill No. 1977, Chapter No. 364, Private Acts of 1974. ---

The name of the existing Chattanooga Public Library is hereby changed to “Chattanooga-Hamilton County Bicentennial Library.”

The Board of Directors of the Chattanooga-Hamilton County Bicentennial Library shall consist of fifteen (15) members, eight (8) of whom shall be appointed by the Board of Commissioners for the City of Chattanooga, and seven (7) of whom shall be appointed by the County Council of Hamilton County.

Except as herein provided, the Chattanooga-Hamilton County Bicentennial Library henceforth shall be operated and maintained according to all of the provisions of Section 10-301, et seq., Tennessee Code Annotated.”

However, the library system is neither a city or a county department per se but the City of Chattanooga does provide some oversight in terms of finance, budget, human resources, purchasing etc.

The lack of clarity on governance and, hence, finance, is problematic and confusing. When the consultants conducted one-on-one interviews with key stakeholders in the community, the need to address the current governance and funding structure was most frequently mentioned as very important for the future of the library. A common theme of these discussions was the need to “place” the library as either a city or county department with a sustainable formula developed for funding from both entities. Suggestions were also made that the library look into

becoming a library taxing district or a 501(c)3 organization if either is possible under Tennessee law.

### ***Organizational Competency 6: Governance***

**The Board of Trustees of the Chattanooga-Hamilton County Bicentennial Library will operate in an efficient, effective, and transparent manner.**

Initiative 6.1: By \_\_\_\_\_, post the agendas, minutes, and support documents for all Library Board meetings on the Library's web site in a timely manner.

Initiative 6.2: By \_\_\_\_\_, review and revise, if needed, the Board Bylaws.

Initiative 6.3: By \_\_\_\_\_, refocus Board meetings so they concentrate on policy issues, action items, planning and evaluation etc. instead of oral reports which could be delivered in writing.

Initiative 6.4: By \_\_\_\_\_, review the Library Board committee structure and appoint committees, as needed, to support the accomplishment of the Library's strategic plan.

Initiative 6.5: By \_\_\_\_\_, develop an orientation process for all new Board members.

Initiative 6.6: By \_\_\_\_\_, identify a politically viable governance model that addresses current concerns about funding, accountability, and authority.

## **MARKETING AND PUBLIC RELATIONS**

The Chattanooga-Hamilton County Bicentennial Library has done very little to promote its services to the community at large. Consequently, the perception of the library in the community has been that of an institution mired in the status quo and not open to change. There is no evidence that the library system has established a marketing and public relations plan that promotes the library, its resources, programs, and facilities in a coherent and coordinated manner. Any marketing and public relations plan needs to go hand-in-hand with the library's strategic plan so that the top priorities for the library are the ones that are promoted to the community. Marketing and publicizing the library through print, media, and electronic sources will be instrumental in moving it forward in the public consciousness as an important institution deserving of support and use.

As an example, the "Nothing Will Change/ Everything Will Change" short term campaign that was initiated as part of the public process for this consultant study created quite a buzz. With striking graphics, graffiti-like signs, and a web site, this campaign focused attention and curiosity on the library and what it hoped to accomplish.

Marketing and public relations initiatives for the library in the future will have to address many of the issues raised by key stakeholders, participants in the focus groups and public meetings, and survey respondents. These issues include the library's lack of "vitality," and "lack of credibility as a visionary organization." It was characterized as "sad," "not a core and vital institution in Chattanooga," and having "great potential that is now unmet."

### ***Organizational Competency 7: Marketing and Public Relations***

**The Chattanooga-Hamilton County Bicentennial Library will promote its services through a variety of print, electronic, and media opportunities.**

Initiative 7.1: By \_\_\_\_\_, convene an advisory group of local marketing and public relations experts to help the library plan effective marketing and public relations activities.

Initiative 7.2: By \_\_\_\_\_, adopt a logo and tag line that reflects the library's new service priorities.

Initiative 7.3: By \_\_\_\_\_, implement a marketing campaign to inform the public about library services

Initiative 7.4: By \_\_\_\_\_, launch a new library web site that provides easy access to information about the library and the services it provides.

## **MEASUREMENT AND EVALUATION**

The Chattanooga-Hamilton County Bicentennial Library collects a great deal of data. However, much of it is not relevant and is not directly related to the proposed goals and objectives. In order for a library to be effective, it must have the means to measure its services and functions and, then, to collect the data and present it for the purposes of comparison and evaluation.

Collecting and compiling relevant management data that can be used for assessment purposes is instrumental in assuring that the library is utilizing best practices. And, of course, the data being collected should be directly related to measuring the accomplishments of the library's goals and objectives as part of its strategic plan.

### ***Organizational Competency 8: Measurement and Evaluation***

**The Chattanooga-Hamilton County Bicentennial Library will incorporate measurement and evaluation into its operational practices.**

Initiative 8.1: By \_\_\_\_\_, review the process by which library use data is collected, compiled, and distributed, and revise the process as necessary to provide relevant management data and collect data related to approved objectives.



Initiative 8.2: By \_\_\_\_\_, develop and implement a methodology to regularly update the Board on progress on all objectives adopted by the Board.

Initiative 8.3: By \_\_\_\_\_, develop and implement a methodology to regularly update the Board on progress on all initiatives adopted by the Board.

Initiative 8.4: By \_\_\_\_\_, develop methodology to count the number of questions of various types asked by library users.

Initiative 8.5: By \_\_\_\_\_, revise the CARL conspectus to enable the collection of data needed to monitor progress of circulation-related objectives and to regularly produce reports that will assist with collection management.

Initiative 8.6: By \_\_\_\_\_, develop and implement procedures to regularly purge the patron and bibliographic databases.

### OPERATIONAL EFFICIENCIES

Strategic planning is about effectiveness - making sure that the library is doing the right thing. Efficiency is about doing the right things the right way. An organization that does not focus on efficiency as well as effectiveness frequently succumbs to irrelevant excellence: doing very well what shouldn't be done at all.

When considering operational efficiencies, the staff should be asking questions such as:

- What is being accomplished by this task?
- Why is it being done?
- Does it need to be done at all?
- How does it support the library's goals and objectives?
- Where is it being performed?
- When is it being performed?
- How is being performed?
- Are the right people being assigned to the task?
- Is this task a bottleneck?
- Does this task take too long?
- Is there obvious waste of materials, time, or energy on this task?
- Is the workplace designed efficiently?

The consultant's scope of work did not include an assessment of library procedures. But in the course of our visits and conversations, some practices came to light that we believe merit an objective evaluation. Those practices are:

- Modifications made to standard catalog records available from OCLC

- Extensive processing (labels, stamps, handwritten information) added to media, especially DVDs
- Circulation of DVDs which requires their retrieval by a staff member, and in the Downtown Library, check out at a secondary circulation desk

### ***Organizational Competency 9: Operational Efficiencies***

**The Chattanooga-Hamilton County Bicentennial Library will utilize technologies and processes that improve access to information, enhance customer service, and maximize efficient service delivery.**

Initiative 9.1: By \_\_\_\_\_, evaluate the use and location of self-charge machines and implement actions to increase their use.

Initiative 9.2: By \_\_\_\_\_, develop a plan to effectively use volunteers.

Initiative 9.3: By \_\_\_\_\_, actively begin to recruit volunteers in accordance with the Volunteer policy adopted by the Library Board.

## **ORGANIZATIONAL STRUCTURE**

Organizations can be highly centralized with authority concentrated in few upper level administrators who have the authority and responsibility for all decision making or they can be more decentralized with authority distributed to various managers who have responsibility for decision making in their respective areas. Many libraries have gone to a CEO/COO model. In this model, the Library Director serves as the Chief Executive Officer with responsibility for the entire library system while concentrating on external relationships with governmental entities and funders, private fundraising, community partnerships, and overall “vision” for the institution’s future. The Associate Director/Deputy Director is the Chief Operating Officer with responsibility for day to day operations of all facets of the organization, particularly public service, and the ability to be “in charge” and act for the organization in the absence of the Director.

While the administrative staff of the Chattanooga-Hamilton County Bicentennial Library is not large, the reporting relationships, chain of command, and span of control as reflected on the Library’s organization chart (June 12, 2008) provided to the consultants by the Library Director, show a highly centralized organization with tremendous concentration of control centered in the Director. On paper, the Director has 16 people reporting to him, a very large and unwieldy span of control. Not only do the key administrative staff people report to him directly; more surprisingly, all of the Downtown Library’s departmental supervisors report directly to him as well. The Assistant Director for Extension Services and Automation has five positions reporting to her, including the head librarians for each of the four branch libraries and the IT manager.

The Downtown Library’s organization structure is unorthodox. By not having one person, other than the Library Director, in charge of the Library’s major facility, there is no one responsible for

the overall direction, collection, staffing, and facility issues on a daily basis. It makes little sense to have a Head Librarian for each branch who can claim the time and attention of the Associate Director as one of 5 direct reports and not have a “central” library manager responsible for the departments in the downtown library instead of departmental supervisors who are each one of 16 direct reports of the Library Director. The Downtown Library’s internal organizational structure should be reflective of its services and objectives. Currently it is organized in traditional subject areas - Fine Arts, Local History, etc. that are reflective of the space designations in the building. A fresh approach to its organization, both on paper and in the current building is called for.

Additionally, by dividing the responsibilities for direct supervision of the branch libraries from that of the downtown library, there is no one person, aside from the Director, who is responsible for public services. Even in much smaller library systems, the overall public services function is usually directly supervised by a high level administrator, not the Director.

### ***Organizational Competency 10: Organizational Structure***

**The Chattanooga-Hamilton County Bicentennial Library will establish and maintain an organizational structure which supports its service priorities.**

Initiative 10.1: By \_\_\_\_\_, review the organizational structure and revise it to support the service priorities, goals, and objectives adopted by the Board.

The consultants recommend the following changes:

- Revise the administrative job descriptions and designate the Associate Director as either the Associate Director for Library Services or the Associate Director for Public Services
- Create the position of Downtown Library Manager and have all Downtown Library public service supervisors report to that position
- Combine Information Technology and Technical Services into one unit, supervised by a Manager of Information Technology and Technical Services and having the new department report to the Associate Director
- Create an Office of Community Affairs (or similar title) by bringing together under one supervisor the Community Relations Coordinator, the Volunteer Coordinator, and the Friends of the Library Administrative Assistant. Have the Manager of Community Affairs report to the Library Director.
- Reclassify the vacant Grants specialist position to serve as a Development Officer to work with the Library Director and Manager of Community Affairs to raise external funds for the library system. Have the Development Officer report to the Library Director.

Initiative 10.2: By \_\_\_\_\_, reorganize the Downtown Library public service departments to support the adopted service priorities.

The consultants recommend the following changes:

- Reduce the number of public service departments in the Downtown Library
- Reduce the number of public service desks in the Downtown Library

## PLANNING

Strategic planning is essential for every library, and it is especially important for those libraries with limited resources. The planning process should involve community leaders, staff, and board members in a collaborative process to identify library service priorities. The resulting strategic plan should include measurable objectives and establish procedures to track the progress made toward reaching those targets. It should also assess current organizational capacity and identify areas that need improvement.

Once the planning process is complete, it should result in realignment of library services in response to community needs. Typically, this means changes in how the materials budget is spent, how space is allocated in each facility, the type and quantity of technology that is available, and most importantly, how staff spend their time.

The Chattanooga-Hamilton County Bicentennial Library does not have a current strategic plan. There is even disagreement about whether the previous planning process resulted in priorities that were adopted by the Board.

On the recommendation of the consultants, members of the Library Board, the Task Force, and Library Administration held a planning retreat on October 30, 2008. A summary of the retreat process and its recommendations can be found in Appendix F. The retreat participants recommended that the following three service priorities be adopted through fiscal year 2010-2011 or until a formal community based planning process is completed:

- Stimulate Imagination: Reading, Viewing, and Listening for Pleasure
- Satisfy Curiosity: Lifelong Learning
- Create Young Readers: Early Literacy

These proposed service priorities are consistent with the input that was received through the various community inputs mechanisms used as part of this study. A complete description of these three service priorities can be found in Appendix G.

### ***Organizational Competency 11: Planning***

**The Chattanooga-Hamilton County Bicentennial Library will offer services that respond to community needs and priorities and will allocate its resources in accordance with those priorities.**

Initiative 11.1: By \_\_\_\_\_, adopt goals and objectives for the period FY09/10 - FY10/11 .

The consultants have drafted goals and objectives for the Board's consideration. They can be found in Appendix F. Please note that it

will be necessary for library management and the Board to work together to determine the actual targets for each of the objectives prior to Board adoption of the goals and objectives.

Initiative 11.2: By \_\_\_\_\_, adopt organizational competencies and initiatives for the period FY09/10 - FY10/11.

The consultants have written this section of their report in a manner that includes their recommendations for organizational competencies and initiatives. Please note that it will be necessary for the Board and library management to establish dates for the accomplishment of each initiative prior to Board adoption of the organizational competencies and initiatives.

Initiative 11.3: By \_\_\_\_\_, adopt a strategic plan for the period FY11/12 - FY 13/14 developed based on community input.

## POLICIES

One of the most important functions of a library board is the establishment of policies for the library. The Board approved policies provide a vital mechanism for library managers and staff to translate the library's service priorities into actions, and they serve as the primary tool for ensuring that all staff have the information they need to do their jobs effectively.

Library policies, easily accessible to the staff and the public, provide a way to ensure that all members of the public know what they can expect from the library and that they are treated equitably. Without clear policies, some library users may receive favored treatment or the rules the public is expected to observe might vary significantly from one library facility to another.

### ***Organizational Competency 12: Policies***

**The Chattanooga-Hamilton County Bicentennial Library will operate within a policy framework that reflects the organization's values and promotes effective and efficient service delivery.**

Initiative 12.1: By \_\_\_\_\_, complete a policy audit and evaluation of the Library's public service policies to ensure that they are consistent with the service priorities, goals, and objectives adopted by the Board.

The consultants recommend that the Board promptly re-consider the policies and practices related to:

- Number of copies of a popular title that are purchased and made available free of charge
- Rental collection as primary means of providing new popular adult fiction and media
- Not purchasing mass market paperbacks
- Internet use, specifically the provisions on the library's web site that state "To enable all users to have access to the computer, the Library reserves the right to enforce time limits

of 15 minutes.” and “The Library network is designed to support access to content, not personal communication or games.”

- Library Rules and Etiquette policy posted on the library’s web site.

Initiative 12.2: By \_\_\_\_\_, develop timeline and process to revise the Library’s public service policies to ensure that they support the service priorities, goals, and objectives adopted by the Board.

Initiative 12.3: By \_\_\_\_\_, complete the revision or development of public service policies to ensure that they support the service priorities, goals, and objectives adopted by the Board.

Initiative 12.4: By \_\_\_\_\_, post all Board approved policies on a Staff Intranet and ensure that new or revised policies are posted promptly after their adoption.

Initiative 12.5: By \_\_\_\_\_, post key public service policies on the library’s web site and ensure that new or revised policies are posted promptly after their adoption by the Board.

## TECHNOLOGY

Technology is the very backbone of any contemporary and well-managed library system. It is at the heart of the library’s day-to-day functions as well as the means through which the library brings its resources, programs, and services to the public. Through technology, the library can provide access to its collections, information about its facilities and services, and access to electronic databases, e-books, and e-media. The library’s web presence, its web site, is not only an access tool; it is an extremely effective marketing tool, a potential fund raising tool, and an advocacy tool.

The Chattanooga-Hamilton County Bicentennial Library is using old and outdated technology for its integrated library system (ILS) and has limited public access technology available to the public. Technology is not a “one time” investment. It needs to be seen as an continuing investment in new initiatives, exciting new developments, and opportunities not only for the staff to use for internal purposes but for the library’s users to utilize for their informational and educational purposes.

### ***Organizational Competency 13: Technology***

**The Chattanooga-Hamilton County Bicentennial Library will utilize technology to enhance customer service and maximize staff efficiency.**

Initiative 13.1: By \_\_\_\_\_, present the Board with options (acquiring a new ILS, sharing system with local libraries such as UT Chattanooga and

Chattanooga State, outsourcing/remote hosting) to replace the current automation system.

Initiative 13.2: By \_\_\_\_\_, complete a technology plan that identifies the hardware and software, as well as associated costs, that would be needed to provide sufficient, up-to-date technology for the public and the staff.

## TRAINING AND STAFF DEVELOPMENT

The key to any library system is its staff; a staff that exemplifies excellence in public service and one that has been trained to provide services that are aligned with the goals and objectives of the organization. Often, when finances are tight, staff development is put on the “back burner;” but, that is the most critical time to assure that everyone who works for the library knows his or her job, the organization’s goals, and the best and most effective ways in which to provide service.

An investment in staff training and development is an ongoing investment in the success of the organization. In a library like Chattanooga’s where many staff members have worked at the institution for a long while and there is relatively little turnover both at the front line and administrative levels, it is even more important to put resources into developing the staff, increasing their knowledge and capabilities, and assisting them in serving the users of the library.

### ***Organizational Competency 14: Training and Staff Development***

**The Chattanooga-Hamilton County Bicentennial Library will recruit, train, and deploy staff that provide and support quality customer service for all library users.**

Initiative 14.1: By \_\_\_\_\_, produce a Staff Development Plan which identifies the training that will be needed by staff to implement the approved service goals and effective activities.

Initiative 14.2: By \_\_\_\_\_, train public service staff to provide pro-active customer service that is less information desk dependent and more integrated with collection development and merchandizing.

## V. NEXT STEPS

The issues that need to be addressed to transform and revitalize the Chattanooga-Hamilton County Bicentennial Library are numerous and may appear daunting even to the most energetic elected official, community stakeholder, board member, or library staff member. However, the good news is that there is not a single issue identified in this report that other libraries have not tackled and resolved successfully. The real challenge faced by the Chattanooga-Hamilton County Bicentennial Library is the sheer number of issues that need to be addressed so that it will meet the needs of the community and become a vital, forward-thinking public library.

The challenge the library faces can be met with determination and will. If the prospect of a transformed library is important enough to the community, key members of the community must be willing to commit the time and energy to accomplish the transformation. In the words of the Chinese proverb, “A journey of a thousand miles begins with a single step.”

The consultants suggest that the Mayor and the members of the Task Force take these initial steps:

- Review the report in depth
- Convene a meeting of the Task Force to discuss the report
  - Share opinions on the issues that should be addressed first
  - Determine if there are additional issues that must be addressed that were not included in the report
  - Achieve consensus on the message to be conveyed to the Library Board
  - Determine whether this message should be conveyed in writing or in a joint meeting with the Library Board
- Develop a communication plan to share information about the report with the public

The responses to the survey, the open meetings, and the one-on-one interviews with key stakeholders made it clear that the residents of Chattanooga and Hamilton County want a vibrant, responsive library system. We look forward to seeing their hopes and dreams become a reality as the Mayor, the Task Force, the Board, and others all work together to:

- Build consensus on the need to act
- Assemble the leadership team required to implement the vision described in the goals identified by the Library Board and Task Force
- Begin the challenging and rewarding task of creating the library system that community residents want and deserve



## **APPENDIX A:**

### **TASK FORCE ROSTER**

**Jim Kennedy III, Chair**

Kenco Group

**Eleanor Cooper**

**Mel Cooper**

**Tom Griscom**

Chattanooga Times Free Press

**Mai Bell Hurley**

**Mary Knaff**

Chattanooga State Technical Community College

**Shawn Kurrelmeier-Lee**

Hamilton County Government

**Theresa Liedtka**

University of Tennessee at Chattanooga - Lupton Library

**Brian May**

Maycreate

**Dan Saieed**

Hamilton County Government

**Elaine Swafford**

Chattanooga State Technical Community College

## **APPENDIX B:**

### **LIBRARY BOARD OF DIRECTORS**

**Bill Robinson, Chair**

Baker Donelson Bearman Caldwell

**David Turner, Vice-Chair**

First Volunteer Bank

**Mary Lou Drazich, Treasurer**

First Tennessee Bank Trust Department

**Pat Kelley, Secretary**

**Clifton R. Cleaveland**

**Herbert Cohn**

**Tom Griscom**

Chattanooga Times Free Press

**Mai Bell Hurley**

**Doris Kelly**

**Judy Medearis**

**Chrystal L. Partridge**

University of Tennessee at Chattanooga

**Rickie Pierce**

Girls Preparatory School

**Paul M. Starnes**

**Barbara A. Wofford**

University of Tennessee at Chattanooga

## APPENDIX C:

### COMMUNITY VISIONING SESSION: THEMES AND CONCLUSIONS

Over 250 people took part in the community visioning session held on September 18, 2008. After a presentation by the consultants, 25 groups of participants discussed their ideas, concerns, and hopes for the Library. The discussions were lively, engaged, and creative. After the meeting, the notes from each group were transcribed and reviewed. The key themes that were most frequently articulated by the participants include (with examples):

- The Library as a Community/Cultural Amenity – a center of activities, lectures, readings; a community meeting place; the community’s living room; a place where people want to gather; family centered and child friendly; art exhibits, coffee shop/café; place for book clubs; a cultural institution; an economic stimulator; welcoming and inviting.
- Improving the Library’s Collections – overhaul the collection, move out old materials; new up-to-date materials; current books and media; multiple copies of books and media; resources beyond standard such as CDs, games; pleasurable reading materials; diverse media; bigger and better collections.
- The Library and Partnerships – co-location of literacy services, co-sponsorship of events and conferences; Children’s Museum and story times; institutions that provide access to all areas of learning, research and entertainment; Chattanooga history center.
- The Library as a Learning Center – place conducive to study/learning; the place to go for life-long learners; guest lectures, courses in various subjects; workforce development; language fluency for all ages/ESL; educational connections with schools and learning centers.
- Library Branches – branches strategically placed throughout community; co-location with other community resources; more and larger branches with more up-to-date services and collections.
- Services to Children and Teens – expand children’s programs, story hours and outreach; attract teens; Storyville for preschoolers; cozy children’s areas for parents as well; places where teens want to go; fun-friendly place for children.
- Central Library – Renovate Main Library; remodel with a great new children’s room; parking on site (free or low cost); coffee shop/café; bookstore; meeting rooms for small groups; great local history area; outside seating; green building; state-of-the-art building; look at other downtown locations.

In addition, other themes related to facilities, services, governance, and funding also were articulated. These include:

- Hours – better hours, opportunities for older folks to use all libraries in the morning; more hours; open six days per week; open Sundays.
- Facilities – make libraries more comfortable, better furniture, lighting, airiness; keep in good repair; keep clean; keep in good shape; open/bright; clean bathrooms; child-safe; warm and inviting; make it colorful; appropriate stack lighting; open; good design; unique retail appeal; attractive.

- Governance and Funding – Steady and reliable funding; library should be considered “education;” more funding; more commitment from city and county; well funded; too bound up in city/county politics; mix of public and private funding.
- Technology – new computer system; latest innovative technology; more computer access at every library; online courses for users and staff; technology training for all age groups; state-of-the-art learning labs and classrooms.

Among the issues identified as problems were:

- Parking at downtown library
- Homelessness and security at downtown library
- Inconvenience of downtown library and library hours in general
- Downtown library environment doesn’t feel safe
- Not user-friendly
- Too intimidating
- Limited collections, old collections, lack of media, and not enough copies of new materials in all formats
- Hours – too limited
- Not a welcoming place

## APPENDIX D

### ORGANIZATIONAL COMPETENCIES FORM

An organizational competency is defined as the institutional capacity or efficiency that is necessary to enable the library to achieve its service priorities.

**External Partnerships:** This includes formal and informal relationships with other governmental units, not-for profit agencies, organizations, and businesses.

Yes	No	?	
			Does the library maintain a comprehensive and accurate list of all organizations and agencies with which it has formal and informal partnerships?
			Is there a clear process that is observed when determining whether or not to partner with an organization or agency?
			Are all staff aware of the process to be followed when they wish to initiate a partnership agreement or respond to a request to establish a partnership?
			Have criteria been established that will be used when assessing existing or potential partnerships?
Comments:			

**Finance:** This includes both operational and capital funding and addresses the allocation, expenditure, tracking, and reporting of those funds.

Yes	No	?	
			Does the library's annual budget request reflect the library's service priorities as identified in the strategic plan or formally established by the library board?
			Are library funds allocated in accordance with the service priorities established by the library board?
			Is the library's financial reporting system understood by staff and board members who have fiduciary responsibility?
			Are board members and library management aware of their legal responsibility vis a vis public and donated funds?
			Are accurate, timely, and easy-to-understand reports about library finances distributed to and discussed with library board members and the library management team on a regular basis?
Comments:			

**Fund Raising:** This includes all gift and donation programs supported by the library, the Friends of the Library, or the Library Foundation.

Yes	No	?	
			Does the library have a fund raising plan?
			Are the fund raising responsibilities of the Library Foundation, Library Friends, library management, and library staff clearly understood, respected, and observed by all parties?
			Have the individuals with fund raising responsibilities received the appropriate training to enable them to perform their assigned duties?
			Do members of the Foundation, Friends, and staff have access to attractive and up-to-date fund raising materials?
			Are all fund raising efforts directed towards priorities in the strategic plan?
			Are donors promptly and appropriately acknowledged and recognized?
Comments:			

**Governance:** This includes issues that arise in libraries that have policy or advisory boards or libraries that are a city or county department.

Yes	No	?	
			Do library board members understand and their responsibilities as board members?
			Are the library board bylaws up-to-date? Do they reflect current practice?
			Is the committee structure of the board in accordance with the board's authority and are the committees effective?
			Are the board's actions transparent to the public? Are announcements of meetings posted on the library web site and in other appropriate places?
			Are board agendas, minutes, and related documents available for the public and staff in a timely, convenient manner?
			If the library serves multiple jurisdictions, is the authority and responsibility of each jurisdiction clear? Is it clear to whom the director reports?
			If the library is a city or county library, is it clear to whom the director reports?
Comments:			

**Marketing and Public Relations:** This includes all of the work the library does to promote the use of library services and programs in all media: print, video, audio, and electronic.

Yes	No	?	
			Does the library effectively use the print media, its web site, and other electronic media to communicate with the public?
			Does the library produce information about its services and policies in languages spoken by community residents?
			Does the library have a recognizable logo, tag line, and/or image that is used consistently in promotional materials?
			Does the library have criteria that are used to evaluate the effectiveness of marketing or public relations activities?
Comments:			

**Measurement and Evaluation:** This includes all of the data that staff collect for any reason. Data collection can be manual or electronic.

Yes	No	?	
			Does the library have a comprehensive list of the data elements that are collected by staff and how those data elements are used?
			Has the library provided staff with a definition of each data element and instructions on how and when to gather that data so that comparisons between units and over time are valid?
			Does the library's automation system provide the statistical data required to effectively manage the library's collections?
			Does the library regularly evaluate the effectiveness of library service and report the results of those evaluations to the library board?
			Does the library observe and promote data-based decision making?
			Is there a method in place to regularly report progress on library objectives to the board, the staff, and the community?
			Does the library respond accurately and on-time, to the State Library's request for information?
Comments:			

**Operational Efficiencies:** This includes issues related to current procedures that could be modified or eliminated to make the organization more efficient.

Yes	No	?	
			Are circulation procedures as efficient as they could be?
			Are technical services procedures as efficient as they could be?
			Are reference procedures as efficient as they could be?
			Are procedures in all other units as efficient as possible?
			Does the library value and promote a culture of continuous improvement and are staff recognized for their productivity efforts?
Comments:			

**Organizational Structure:** This includes all aspects of the library's organizational structure including reporting relationships and primary areas of responsibility.

Yes	No	?	
			Does the organizational structure support the delivery of services envisioned by new goals and objectives?
			Do the library's job descriptions reflect the activities that will need to be performed by staff and identify the knowledge, skills, and abilities that are required to perform the essential duties of the position?
			Does the organizational structure and the team/committee structure support the accomplishment of the new goals and objectives?
			Does the organizational structure support effective communication between and within units?
Comments:			



**Planning:** This includes all aspects of the library's development of a strategic planning and monitoring progress to achieve the goals and objectives in the plan.

Yes	No	?	
			Does the library have a strategic plan? If yes, when was it approved and what time period does it cover?
			Is the library board informed, on a regular basis, about progress that is being made on achieving the goals and objectives in the plan?
			Have resources (staff, materials budget, space, and technology) been allocated in accordance with the service priorities identified in the strategic plan?
Comments:			

**Policies:** This includes all of the library's policies, regulations, procedures, and guidelines.

Yes	No	?	
			Does the Library board regularly review all policies and revise them as necessary?
			Do all of the library's policies support the library's service priorities?
			Can staff and the public locate a specific policy when they wish to do so?
			Are key library policies, including the date the policy was adopted by the library board, posted on the library's web site?
			Are policies being uniformly observed in all units or by all staff?
			Are all policies in compliance with local, state, and federal laws and regulations?
Comments:			

**Training and Staff Development:** This includes internal and external training programs for staff in all classifications.

Yes	No	?	
			Does the library have a new employee orientation that includes information about the service priorities and the library's strategic plan?
			Does the library encourage staff to participate in continuing education and professional activities at the state and national level? Is funding provided to support these activities?
			Does the library have a comprehensive continuing education plan that addresses the needs of all staff in all classifications?
Comments:			

**Other:** What other organizational issues need to be addressed if the library is to be successful?

## **APPENDIX E**

### **FACILITY ASSESSMENTS**

The assessment forms that follow were completed by library staff and provided to the consultants by David Clapp, Library Director.

**Downtown Library  
1001 Broad Street  
Chattanooga, TN 37402**

*Prepared by Library staff*

<b>BUILDING HISTORY</b>	
Date Opened as a Library	October 17, 1976
Architect's Name	Derthick Henley & Wilkerson Architects
Renovations – Dates and brief description	March 1991 – renovation, interior Oct. 1994 – roofing
Building Size If more than one floor, include size (SF) per floor	108,550 sq. ft. 21,700 sq. ft. per floor x 5 floors
Building owned or leased If leased, when does lease expire?	Owned
ADA Accessible? If not, what needs to be done?	Yes
Recent Facility Assessment? If yes, list date and major findings.	

<b>STAFF ASSESSMENT OF IMPROVEMENTS NEEDED</b>	
ADA	
Exterior Repairs	
HVAC	Controls not working throughout building
Interior Repairs	New carpet throughout building
Life/Safety Issues	Garage doors need safety reverse
Lighting	
Roof Systems	3 <sup>rd</sup> floor outside deck
Other	Elevators need to be updated More security cameras

GENERAL INFORMATION	
Collection size	905,426 volumes
Seating available	404
Number of public access computers	45
Number of meeting rooms	2
Seating capacity	136 seats
Number of parking spaces	0

STAFF ASSESSMENT OF INTERIOR CONDITIONS				
	Good	Fair	Poor	N/A
Furniture		X		
Shelving		X		
Flooring			X	
Lighting		X		
Electrical and data				
Wire management		X		
Paint or wall covering			X	
Layout	X			
Circulation desk		X		
Information desk(s)		X		
Staff work areas		X		
Meeting rooms		X		
Comments:				

MANAGEMENT INFORMATION FY07/08	
Circulation	276,779
Reference transactions	79,794
Door count/number of visitors	266,835
Number of programs	1,124
Program Attendance	37,135
Number of staff (FTE)	57
Number of days open per week	6
Number of hours open per week	66

**Eastgate Branch  
5900 Bldg., 5705 Marlin Road  
Chattanooga, TN 37411**

*Prepared by Library staff*

<b>BUILDING HISTORY</b>	
Date Opened as a Library	April 3, 1978
Architect's Name	Derthick Henley & Wilkerson Architects
Renovations Dates and brief description	1992 ADA standards; new carpet
Building Size	9,084 sq. ft.
Building owned or leased If leased, when does lease expire?	Leased. October 2009
ADA Accessible? If not, what needs to be done?	Replace doors so that we would be ADA accessible.
Recent Facility Assessment? If yes, list date and major findings.	

<b>STAFF ASSESSMENT OF IMPROVEMENTS NEEDED</b>	
ADA	Doors need to be automatic.
Exterior Repairs	
HVAC	Building is leased
Interior Repairs	
Life/Safety Issues	
Lighting	
Roof Systems	
Other	

GENERAL INFORMATION	
Collection size	53,014 volumes
Seating available	66
Number of public access computers	15
Number of meeting rooms Seating capacity	1 50 seats
Number of parking spaces	Free public parking; however, other business are here also.

STAFF ASSESSMENT OF INTERIOR CONDITIONS				
	Good	Fair	Poor	N/A
Furniture		X		
Shelving		X		
Flooring		X		
Lighting		X		
Electrical and data		X		
Wire management				
Paint or wall covering		X		
Layout				
Circulation desk		X		
Information desk(s)		X		
Staff work areas	X			
Meeting rooms	X			
Comments:				

MANAGEMENT INFORMATION FY07/08	
Circulation	102,808
Reference transactions	23,114
Door count/number of visitors	115,362
Number of programs	165
Program Attendance	3,017
Number of staff (FTE)	4 full-time staff including manager
Number of days open per week	4
Number of hours open per week	32 hours

**Northgate Branch  
278 Northgate Mall Drive  
Chattanooga, TN 37415**

*Prepared by Library staff*

<b>BUILDING HISTORY</b>	
Date Opened as a Library	April 18, 1977
Architect's Name	Derthick Henley & Wilkerson Architects
Renovations Dates and brief description	New roof was added (1995). Public bathrooms - cosmetic update (2006). Staff break room was updated (2005).
Building Size	8,100 sq. ft. Upstairs is where HVAC unit and computer components are located not used for library materials.
Building owned or leased If leased, when does lease expire	Owned
ADA Accessible? If not, what needs to be done?	Bathrooms and sidewalks should be updated. Bathrooms do not have ADA accessible stalls. Need wheelchair ramp at back of the building. Handicap parking is too far from entrance. Entrance door isn't accessible to wheelchair users.
Recent Facility Assessment? If yes, list date and major findings.	

<b>STAFF ASSESSMENT OF IMPROVEMENTS NEEDED</b>	
ADA	Bathrooms and sidewalks should be updated. Bathrooms do not have ADA accessible stalls. Need wheelchair ramp at back of the building. Handicap parking is too far from entrance. Entrance door isn't accessible to wheelchair users.
Exterior Repairs	Grounds need weeding Benches need to be restrained Book drops need better seals to keep out rain. Outdoor faucets need locking covers. No run off area for rain During heavy rains lose phones and Internet access
HVAC	Leaking coolant. Need programmable thermostat Insulation and energy saving renovations need to be installed.



Interior Repairs	<p>Front door jamb might need to be replaced and emergency door needs to be replaced.</p> <p>More lighting needs to be installed.</p> <p>Floor space needs to be expanded to allow more shelving and better display areas to be added.</p> <p>Two window panels need to be replaced where holes are visible. Other window panels need to be sealed to prevent condensation from rotting wood frame.</p>
Life/Safety Issues	<p>Door to staff room does not close or secure.</p> <p>Ladder leading to attic is metal with sharp edges (staff and other workmen have been cut). The ladder to the attic also does not have a release mechanism causing it to slide suddenly and without warning when the door is pulled down.</p> <p>Track lighting over desk is a fire hazard.</p> <p>Need illuminated exit sign over main entrance/exit.</p> <p>Emergency lighting for power outages.</p> <p>Alarm system needs to be checked and possibly updated.</p> <p>Public bathrooms need ventilation</p> <p>Doors to bathrooms are too heavy and have caused injury, a baby changing station has been requested, and ADA stalls need to be added.</p> <p>Janitor closet has open ceiling that encourages mold and mildew to grow in surrounding workroom and staff bathroom.</p> <p>We could also use a peephole for the backdoor to check before opening it to outsiders.</p>
Lighting	<p>Need more overhead lighting, shelf lighting, and recess lighting system in public area and behind the service desk.</p>
Roof Systems	

Other	Staffing is inadequate. With 4 full-time and 1 part-time we do not have time to meet the demands of patrons or expand much needed programs. The day is taken up with circulation leaving no time for collection development, literacy programs, improving existing programs, or even developing new programs in the technological age. Hixson and Soddy Daisy are communities that have asked this library to help them improve their computer skills or simply help them improve their reading skills. If we had more staff we could develop programs and offer free classes on various topics. We could also partner with other neighbor agencies and work on community outreach.
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GENERAL INFORMATION	
Collection size	46,027 volumes
Seating available	70
Number of public access computers	15
Number of meeting rooms and seating capacity	1 Story room with seating for 100.
Number of parking spaces	45

STAFF ASSESSMENT OF INTERIOR CONDITIONS				
	Good	Fair	Poor	N/A
Furniture		X		
Shelving			X	
Flooring			X	
Lighting			X	
Electrical and data			X	
Wire management			X	
Paint or wall covering			X	
Layout			X	
Circulation desk			X	
Information desk(s)			X	
Staff work areas			X	
Meeting rooms		X		

Comments: Shelving: the shelving units have reached their capacity and even though we have maintained the 36 inches around furniture and shelving for ADA compliance, we cannot add any new shelving for the increased demands for materials. Behind the service desk shelving is inadequate for storing holds or sorting books for re-shelving. Flooring: Carpet is rippled in places causing staff and patrons to trip. Lighting: lighting is horrendous. Dark wood paneling and no way for natural lighting leave this branch in a cave-like atmosphere. Our track lighting over the service desk is a fire hazard and cannot be left on for long periods of time without overheating. Electrical and data: Computer cables are left exposed to patrons and can be disconnected by small children or mischievous patrons. They are also bundled inside wooden cabinets that can get hot due to the presence of the CPUs. Our wireless connection rarely works due to the metal from the HVAC system and signals are lost. Wire Management: Outlets throughout the building are exposed. Ballasts in the florescent lights are constantly being replaced. Paint/Wall Covering: Water stains and other defects are apparent in ceiling above the desk. Workroom hasn't been painted since the library has been open and is showing dirt and age. The story room is made up of dark paneling and high ceilings do not create a fun and welcoming atmosphere. Mold is growing behind the wallpaper in the workroom, staff bathroom, and janitor closet. Layout: 1) the service desk isn't big enough to handle the large volumes of materials that Northgate deals with on a daily basis, 2) we have three circulation computers and no information desk (discouraging patrons from asking reference questions), 3) Gates computers are not visible from service desk making it hard for staff to monitor use, 4) the round building isn't conducive to a library atmosphere because it leaves no room for expansion and noise levels cannot be controlled, 5) the staff workroom is too small to handle the large volumes of circulation, book donations, and supplies needed for Children's programs (staff has no room to sort materials either to re-shelve or process donations. We deal with over 20 boxes or more of donated materials per week that need to be checked, sorted, and stored until our maintenance staff can pick up the materials). Circulations desk: the desk isn't large enough with computers and fax machine. We need a separate area for returns, checkout and reference. We only have three circulation computers and on busy days we still have lines of patrons at all three. Information desk is non-existent at this point. With circulation taking such high demand, patrons are discouraged from asking reference questions that need more than short straight answers. Staff work areas: the work area is overcrowded due to lack of space. We do not have a separate area for sorting or storage forcing staff to deal with carts, chairs, and materials piled up on flat surfaces.

MANAGEMENT INFORMATION FY07/08	
Circulation	187,323
Reference transactions	10,712
Door count/number of visitors	106,106
Number of programs	156 – 180 per year
Program Attendance	3,600 –4,200 per year
Number of staff (FTE)	4 full-time and 1 part-time
Number of days open per week	4
Number of hours open per week	33 hours

**Ooltewah/Collegedale Branch  
9318 Apison Pike  
Ooltewah, TN 37363**

*Prepared by Library staff*

<b>BUILDING HISTORY</b>	
Date Opened as a Library	November 18, 1992
Architect's Name	Frank McDonald Architects, Inc.
Renovations – Dates and brief description	N/A
Building Size If more than one floor, include size (SF) per floor	8,000 sq. ft.
Building owned or leased If leased, when does lease expire	Owned
ADA Accessible? If not, what needs to be done?	Yes
Recent Facility Assessment? If yes, list date and major findings.	No

<b>STAFF ASSESSMENT OF IMPROVEMENTS NEEDED</b>	
ADA	Automatic doors
Exterior Repairs	Scrape and paint wood trim
HVAC	AC units were serviced & repaired this summer
Interior Repairs	Replacement of several ceiling tiles Some interior trim and several windowsills need scraping and painting.
Life/Safety Issues	Weather radio would be good; “landline” phone that does not go out when power goes out.
Lighting	Could use lighting at front entrance – lit by street lights
Roof Systems	Leak in roof over outside walls results in water dripping from ceiling in men’s room during heavy rain
Other	Front doors lock and unlock with a screwdriver. Occasional problems – repaired this past year. Would be good to have normal locking mechanisms. Window in clerestory is stained from previous leak.

GENERAL INFORMATION	
Collection size	57,596 volumes
Seating available	67
Number of public access computers	13
Number of meeting rooms and seating capacity	One Approx. 50
Number of parking spaces	42

STAFF ASSESSMENT OF INTERIOR CONDITIONS				
	Good	Fair	Poor	N/A
Furniture	X			
Shelving	X			
Flooring		X		
Lighting	X			
Electrical and data	X			
Wire management	X			
Paint or wall covering		X		
Layout	X			
Circulation desk	X			
Information desk(s)				X
Staff work areas		X		
Meeting rooms	X			
Comments:				

MANAGEMENT INFORMATION FY07/08	
Circulation	149,699
Reference transactions	7,254
Door count/number of visitors	95,316
Number of programs	310 (weekly children's programs, school groups, special programs – does not count qtrly. Lapsit programs (36) – those stats. are in Main's record)
Program Attendance	8,725 (does not include Lapsit attendance)
Number of staff (FTE)	4 full-time 2 part-time
Number of days open per week	4
Number of hours open per week	38 hours

**South Chattanooga  
925 W. 39<sup>th</sup> Street  
Chattanooga, TN 37410**

*Prepared by Library staff*

<b>BUILDING HISTORY</b>	
Date Opened as a Library	June 22, 1992
Architect's Name	Frank McDonald Architects, Inc.
Renovations – Dates and brief description	NA
Building Size If more than one floor, include size (SF) per floor	3,000 sq. ft.
Building owned or leased If leased, when does lease expire	Owned
ADA Accessible? If not, what needs to be done?	Front door is not automatic for wheel chairs
Recent Facility Assessment? If yes, list date and major findings.	No

<b>STAFF ASSESSMENT OF IMPROVEMENTS NEEDED</b>	
ADA	
Exterior Repairs	Cupola on roof needs painting
HVAC	
Interior Repairs	
Life/Safety Issues	
Lighting	Lighting in book stacks is poor
Roof Systems	A leak was detected on 8/25/08
Other	Building needs an auditorium for children's programs and community meetings

GENERAL INFORMATION	
Collection size	23,155 volumes
Seating available	32
Number of public access computers	9
Number of meeting rooms and seating capacity	None
Number of parking spaces	17

STAFF ASSESSMENT OF INTERIOR CONDITIONS				
	Good	Fair	Poor	N/A
Furniture	X			
Shelving	X			
Flooring		X		
Lighting		X		
Electrical and data	X			
Wire management	X			
Paint or wall covering		X		
Layout	X			
Circulation desk	X			
Information desk(s)				X
Staff work areas	X			
Meeting rooms				X
Comments: Meeting room would be a good addition. The children's programs are held in the room where the children's book collection is housed which means that the books cannot be accessed during the programs.				

MANAGEMENT INFORMATION FY07/08	
Circulation	32,676 volumes
Reference transactions	7,670
Door count/number of visitors	31,226
Number of programs	119
Program Attendance	1,699
Number of staff (FTE)	2 full-time 1 part-time
Number of days open per week	5
Number of hours open per week	40

## APPENDIX F

### STRATEGIC PLANNING PROCESS OVERVIEW: GOALS AND OBJECTIVES

#### The Process

Since the library did not have a current strategic plan adopted by the Library Board, the consultants requested that members of the Library Board and the Mayor's Task Force on the Revitalization of the Library participate in a day long retreat to identify service priorities for the next two years. These service priorities, once adopted by the Board, will provide the framework within which decisions are made about the services to be offered and the resources that will be allocated to support those services.

Members of the Library Board and the Mayor's Task Force on the Revitalization of the Library were asked to review a list of eighteen service responses that described what the Chattanooga-Hamilton County Bicentennial Library could do or offer to community residents in an effort to meet community needs. These service responses are part of the Strategic Planning for Results process developed for the Public Library Association and used by libraries all over the country.

Each participant was asked to select the one service response that she or he believed to be the highest priority for the Library based on his or her understanding of community needs that were identified and discussed earlier in the work session. For this "vote," they were asked to use a red "super dot." Each participant was asked to "vote" seven more times for those service responses he or she considered to also be a priority. For these "votes," the participants were asked to use a blue "regular dot." The participants could cast all of those seven "votes" for one service or divide them between a variety of services by casting one "vote" for each of seven service responses or any distribution that used all seven "votes."

The consultants then presented a summary of the feedback received during the visioning session (Appendix C) and facilitated a discussion about the various service responses. Participants were encouraged to lobby for those service responses that they believed should be a high priority and to also explain why they believed other service responses were not a priority.

At the conclusion of the discussion, each participant was asked to again select the one service response that she or he believed to be the highest priority for the library based on his or her understanding of community. For this "vote," they were asked to use a red "super dot." Each participant was also asked to "vote" three more times for those service responses he or she considered to also be a high priority. For these "votes," the participants were asked to use a blue "regular dot." The participants could cast all three "votes" for one service or divide them between a variety of services by casting one "vote" for each of three service responses or any distribution that used all three "votes".

The three service priorities receiving the highest rankings were:

- Stimulate Imagination: Reading, Viewing, and Listening for Pleasure



- Satisfy Curiosity: Lifelong Learning
- Create Young Readers: Early Literacy

A detailed description of these service priorities can be found in Appendix G.

## Goals and Objectives

The establishment of goals and objectives will provide a clear understanding of the service priorities of the library. The goals will state the outcome that a target audience will receive because the library provides a specific service response, and the objectives identify the way the library will track progress toward meeting the goals.

The consultants have drafted six goals that support the recommended service priorities. These proposed goals have been arranged by the age of the target audience - from young children (age five and under) to adults. This arrangement permits the reader to see the variety of services that will be provided for each age group.

The consultants have also drafted objectives for each proposed goal. Three types of objectives have been included: measuring the number of users, measuring the user's perception of the service provided, and measuring the number of service units (usually circulation) provided. The consultants have not filled in the targets for FY11 or the past performance of FY08 because they believe this should be a joint exercise of the Board and library management.

When establishing the targets, the Board should resist the tendency to "low ball" the number. A retail store would not aim to please only six customers out of ten. That would be the library's stated intent if 60% was used as the target in the surveys listed below.

When establishing circulation targets, the Board should not only consider the percentage increase but the actual numeric increase that it wishes to achieve. The library's circulation in many of these areas is quite low. In many cases, an increase of over 100% is realistic, if resources are reallocated to the adopted priorities. It is better to have realistic but aggressive targets and fall short on some of them, than to establish low expectations.

To make progress toward these goals and to achieve the objectives that are adopted by the Board, it will be necessary to reallocate existing library resources including the materials budget and to assess how staff are spending their time and the duties they are performing. The collection dollars that should be reallocated are those currently spent in areas that were not identified as serve priorities, specifically reference books, electronic databases, curriculum support materials, and some subject areas in adult non-fiction

Progress towards achieving the objectives should be reported to the Board on a monthly basis, and staff should identify what steps are being taken to achieve the targets identified in each of the objectives.

The recommended goals and objectives are as follows:

**1. Young children (age five and under) will have programs and services designed to ensure that they will enter school ready to read, write, listen, and learn.**

- 1.1: By June 30, 2011, the circulation of easy books will increase from \_\_\_\_\_ (FY08) to \_\_\_\_\_.
- 1.2: By June 30, 2011, the number of young children (age five and under) attending a program in the library will increase from \_\_\_\_\_ (FY08) to \_\_\_\_\_.
- 1.3: By June 30, 2011, the number of young children (age five and under) attending a program offered by library at a non-library location will increase from \_\_\_\_\_ (FY08) to \_\_\_\_\_.
- 1.4: By June 30, 2011, the number of young children (age five and under) participating in the Summer Reading Program will increase from \_\_\_\_\_ (FY08) to \_\_\_\_\_.
- 1.5: By June 30, 2011, a minimum of \_\_\_\_% of parents and caregivers surveyed will indicate that the library's services for young children are very good or excellent.

**2. Children (ages 6 – 12) will have materials and programs that stimulate their imaginations and provide pleasurable reading, viewing, and listening experiences.**

- 2.1: By June 30, 2011, the circulation of juvenile fiction will increase from \_\_\_\_\_ (FY08) to \_\_\_\_\_.
- 2.2: By June 30, 2011, the circulation of juvenile media (CDs, videos, DVDs, etc) will increase from \_\_\_\_\_ (FY08) to \_\_\_\_\_.
- 2.3: By June 30, 2011, the number of children attending a library sponsored or co-sponsored program designed to stimulate their imagination will increase from \_\_\_\_\_ (FY08) to \_\_\_\_\_.
- 2.4: By June 30, 2011, the number of children participating in the Summer Reading Program will increase from \_\_\_\_\_ (FY08) to \_\_\_\_\_.

**3. Children (ages 6 - 12) will have the resources they need to satisfy their curiosity and explore topics of personal interest.**

- 3.1: Annually, the circulation of juvenile non-fiction will be at least \_\_\_\_\_.
- 3.2: By June 30, 2011, a minimum of \_\_\_\_% of children surveyed who were looking for information or materials to explore a topic of personal interest will indicate that they found something of interest to them.

**4. Teens (age 13 and older) will have materials and programs that respond to their current interests and provide pleasurable reading, viewing, and listening experiences.**

- 4.1: By June 30, 2011, the circulation of young adult materials (fiction and non-fiction) will increase from \_\_\_\_\_ (FY08) to \_\_\_\_\_.
- 4.2: By June 30, 2011, a minimum of \_\_\_\_% of teens surveyed will indicate that they found something good to read, listen to, or view at the library.
- 4.3: Annually, a minimum of \_\_\_\_\_ teens will attend a library sponsored or co-sponsored program.
- 4.4: Annually, a minimum of \_\_\_\_% of teens attending a library sponsored or co-sponsored program will evaluate the program as very good or excellent.
- 4.5: By June 30, 2011, the number of teens participating in the Summer Reading Program will increase from \_\_\_\_\_ (FY08) to \_\_\_\_\_.

**5. Adults will have timely access to a variety of new and popular materials.**

- 5.1: By June 30, 2011, the circulation of adult fiction will increase from \_\_\_\_\_ (FY08) to \_\_\_\_\_.
- 5.2: By June 30, 2011, the circulation of adult media (CDs, videos, DVDs etc) will increase from \_\_\_\_\_ (FY08) to \_\_\_\_\_.
- 5.3: By June 30, 2011, the circulation of non-English language materials for adults (all formats) will increase from \_\_\_\_\_ (FY08) to \_\_\_\_\_.
- 5.4: By June 30, 2011, a minimum of \_\_\_\_% of adults surveyed will indicate that they found something good to read, listen to, or view at the library.
- 5.5: By June 30, 2011, a minimum of \_\_\_\_% of adults surveyed will indicate that they received the material they reserved in a timely manner.

**6. Adults and teens will have the resources they need to explore topics of personal interest and continue to learn throughout their lives.**

- 6.1: Annually, the circulation of adult non-fiction will be at least \_\_\_\_\_.
- 6.2: Annually, \_\_\_\_\_ adults will participate in a library sponsored or co-sponsored program.
- 6.3: Annually, a minimum of \_\_\_\_% of adults who attended a library sponsored or co-sponsored program will evaluate the program as very good or excellent.
- 6.4: By June 30, 2011, a minimum of \_\_\_\_% of adults surveyed will indicate staff were helpful in finding information or materials to explore a topic of personal interest.
- 6.5: By June 30, 2011, a minimum of \_\_\_\_% of adults surveyed who were looking for information or materials to explore a topic of

personal interest will indicate the library's collection was very good or excellent.

- 6.6: By June 30, 2011, a minimum of \_\_\_\_% of teens surveyed who were looking for information or materials to explore a topic of personal interest will indicate that they found something of interest to them.
- 6.7: By June 30, 2011, a minimum of \_\_\_\_% of teens surveyed who were looking for information or materials to explore a topic of personal interest will indicate the library's collection was very good or excellent.

## **APPENDIX G**

### **LIBRARY SERVICE PRIORITIES**

The descriptions of the service responses that follow are taken from *Public Library Service Responses 2007* by June Garcia and Sandra Nelson, published electronically by the Public Library Association, a division of the American Library Association.

## **Stimulate Imagination: Reading, Viewing, and Listening For Pleasure**

Residents who want materials to enhance their leisure time will find what they want when and where they want them and will have the help they need to make choices from among the options.

### **Suggested Target Audiences**

- adults
- teens
- children

### **Typical Services and Programs in Libraries That Select This As a Priority**

- Provide readers' advisory services to assist users to locate materials of interest.
- Display new materials in a prominent location.
- Allow users to place holds on materials online.
- Mail items on hold to users when they become available.
- Provide an online reading club.
- Provide listening and viewing stations to allow users to preview materials.
- Present a summer reading program for children.
- Present a teen reading program in the summer.
- Present several adult reading programs throughout the year.
- Coordinate a One Book, One City program.
- Ensure that users receive reserved items within thirty days of placing the hold.
- Host gaming tournaments.
- Develop and maintain a readers' advisory web site.
- Make user-contributed book reviews easily accessible.
- Provide downloadable books, music, and videos for circulation.
- Present programs on new books and particular genres and sponsor author visits.

### **Potential Partners**

- authors (local, regional, state, and national)
- book clubs
- book stores
- comic book and gaming stores
- gaming groups
- music stores
- newspaper book and media reviewers
- senior centers
- teen centers
- theaters

**Policy Implications****Circulation**

- circulation limits by subject
- circulation limits by format
- loan periods by format

**Gifts and Donations**

- restrictions on donations of cash, equipment, materials, and so on.

**Information Service**

- time limits on use of listening and viewing stations

**Programs in the Library**

- co-sponsorship of programs

**Critical Resources****Staff (Knowledge, Skills, and Abilities)**

- Staff is knowledgeable about classic and current fiction.
- Staff is knowledgeable about genre fiction.
- Staff is knowledgeable about classic and current music.
- Staff is knowledgeable about classic and current films.
- Staff is knowledgeable about games and graphic novels.
- Staff can provide reader, viewer, or listener advisory services to users looking for recommendations.
- Staff can plan and present programs.

**Collection (Print, Media, and Electronic)**

- action and adventure films
- animated films
- best sellers, new books, and new media
- Christian fiction
- classic books, films, and music
- comedy films
- country and bluegrass music
- drama
- fantasy books and films
- foreign films
- games (electronic)
- general fiction
- graphic novels
- hip-hop music
- historical fiction
- horror fictions and films

- jazz music
- latin music
- metal music
- musical films
- mystery
- New Age music
- poetry
- pop music
- religious music
- reggae music
- rock music
- romance books and films
- rhythm-and-blues music
- science fiction films
- short stories
- sound tracks
- street and urban literature
- suspense and thriller books and films
- Western books and films

**Facilities (Space, Furniture, and Equipment)**

- meeting space
- display shelving to merchandize selected portions of the collections
- space to display new books and media
- appropriate shelving for media
- ergonomic workstations and seating
- listening and viewing stations
- identifiable readers' advisory services station or roving personnel

**Technology (Hardware, Software, Networks, and Telecommunication)**

- computers configured to allow downloading of licensed digital content to personal storage devices (PDA, MP3 player, flash drive, and so on)

**Possible Measures****Number of Users**

- Number of people who indicate on a survey that they use the library to find something to read, view, or listen to for pleasure

**Perceptions of Users**

- Percent of users surveyed who respond that:
  - They find something to read, view, or listen to for pleasure.
  - The collection of materials to enhance their leisure time is very good or excellent.
  - Staff assistance they receive when requesting help to locate an item to read, view or



listen to for pleasure is very good or excellent.  
The items they place on reserve are available in a timely manner.

**User Outcomes**

- number and percent of specified users who increased their enjoyment of reading
- number and percent of specified users who discussed a book with a stranger, person of a different ethnicity, or person of a different age for the first time
- number and percent of specified users who read and enjoyed a book by a new author or on a new topic for the first time
- number and percent of specified users who experience an alternative world

**Units of Service Delivered**

- circulation of:
  - new books
  - CDs
  - DVDs
- turnover of items in the new book collection
- average number of days between placing an item on reserve and notification that the item is available for pick-up

## Satisfy Curiosity: Lifelong Learning

Residents will have the resources they need to explore topics of personal interest and continue to learn throughout their lives.

### Suggested Target Audiences

- seniors
- adults
- teens
- children

### Typical Services and Programs in Libraries That Select This As a Priority

- Provide programs on a variety of topics of interest to various age groups in the community (cooking, quilting, Civil War, travel, animation, dinosaurs, and so on).
- Work with local organizations to co-sponsor demonstrations on topics of interest to various age groups.
- Display items created by local residents or items from personal collections.
- Mount rotating exhibits from museums and organizations, such as local museums, National Endowment for the Humanities, Library of Congress, and National Aeronautics and Space Administration, and so on.
- Provide access to adult education courses through distance learning or video-on-demand.
- Develop and maintain a “Satisfy Your Curiosity” Web page with links to topics of interest to various age groups in the community.
- Sponsor Let’s Talk about It programs.
- Collaborate with the local Humanities council to present programs.
- Create and support wikis or blogs in areas of special interest to local residents.
- Develop electronic pathfinders to help people find information on topics of interest to them.

### Potential Partners

- clubs and organizations
- community colleges and universities
- county extension service
- humanities council
- Library of Congress
- museums
- National Aeronautics and Space Administration
- National Endowment for the Humanities
- parks and recreation department
- senior centers
- teen centers

**Policy Implications****Circulation**

- circulation limits by subject

**Exhibits and Displays**

- criteria for inclusion of items in library displays

**Gifts and Donations**

- restrictions on donations of cash, equipment, materials, and so on

**Programs in the Library**

- co-sponsorship of programs

**Critical Resources****Staff (Knowledge, Skills, and Abilities)**

- Staff is knowledgeable about print and electronic resources.
- Staff can create electronic pathfinders.
- Staff can plan and present programs on a variety of lifelong learning topics.
- Staff can plan and make presentations to community groups.
- Staff can manage a blog and wikis.
- Staff can plan and mount exhibits.

**Collection (Print, Media, and Electronic Resources)**

- antiques and collectibles
- architecture
- art
- biography and autobiography
- computers
- cooking
- crafts and hobbies
- games
- gardening
- history
- house and home
- music
- nature
- performing arts
- pets
- philosophy
- photography
- psychology
- religion
- science

- self-help
- social science
- sports and recreation
- technology
- transportation
- true crime

**Facilities (Space, Furniture, and Equipment)**

- small-group meeting rooms
- display shelving to merchandize selected portions of the collections
- secure display space for rotating collections
- comfortable seating

**Technology (Hardware, Software, Networks, and Telecommunication)**

- computers configured to allow downloading of licensed digital content to personal storage devices (PDA, MP3 player, flash drive, and so on)
- blog and wiki software
- software to manage program registration and reminders

**Possible Measures****Number of Users**

- number of people who indicate on a survey that they use the library for lifelong learning

**Perceptions of Users**

- percent of users surveyed who respond that:
  - The library's collection of materials for lifelong interest purposes is very good or excellent.
  - The information assistance they receive when looking for information or asking about a topic of personal interest is very good or excellent.

**User Outcomes**

- number and percent of specified users who learn a new skill as a result of attending one or more library programs
- number and percent of specified users who meet a personal learning goal
- number and percent of specified users who learned about a topic of personal interest

**Units of Service Delivered**

- circulation of adult non-fiction
- circulation of adult non-fiction in targeted subject areas
- number of programs and demonstrations presented
- number of exhibits presented

## Create Young Readers: Early Literacy

Children from birth to age five will have programs and services designed to ensure that they will enter school ready to learn to read, write, and listen.

### Suggested Target Audiences

- children from birth to five
- parents, caregivers, and service providers who work with children ages newborn to five

### Typical Services and Programs in Libraries That Select This As a Priority

- Present regularly scheduled story programs divided by age of intended audience.
- Include interactive components, such as singing, puppets, and so on, in story programs.
- Present story programs in off-site locations, such as day care centers, parks, hospitals, and so on.
- Sponsor a Born to Read program.
- Participate in Dolly Parton's Imagination Library program ([www.imaginationlibrary.com](http://www.imaginationlibrary.com)).
- Include a Read-to-Me component in the summer reading program, and other reading programs, with incentives for parents and caregivers and the children.
- Plan and present puppet shows.
- Develop theme packets that include books, tapes, toys, software, and games for parents and caregivers to use with their children.
- Provide books-to-go bags, each with a collection of related materials (concept books, bilingual reading kits, picture books about animals, and so on).
- Participate in blogs for new parents.
- Provide computers with appropriate programs for preschool children.
- Provide access to online e-books for preschool children.
- Provide classes, such as those outlined in Every Child Ready to Read @ your library®, on early literacy for parents and caregivers.
- Produce podcasts or videocasts on early literacy for parents and caregivers.

### Potential Partners

- community colleges that offer courses for preschool providers
- day care providers
- Head Start operators
- hospitals
- new parent groups
- pediatricians
- social service agencies

### Policy Implications

#### Circulation

- age at which someone can get a library card
- circulation limits by media type

- institutional cards

**Community Presentations or Programs Offered at Non-library Locations**

- classification of staff who can deliver presentations or programs
- volunteer use
- process that agency or organization must follow to request a presentation or program
- minimum or maximum number of anticipated attendees
- number of times a presentation or program will be given to the same group during a specified period of time

**Critical Resources****Staff (Knowledge, Skills, and Abilities)**

- Staff are knowledgeable about early childhood development.
- Staff are knowledgeable about early literacy.
- Staff are knowledgeable about materials for preschool children.
- Staff can design and deliver effective programs for preschool children.
- Staff can teach parents and caregivers the skills needed to support early literacy.
- Staff can develop or assist in the development of a Web site appropriate for preschool children.
- Staff can establish partnerships with parents, childcare providers, and others who serve children ages birth to five.
- Staff can record podcasts or digital videocasts and make them available to download.

**Collection (Print, Media, and Electronic Resources)**

- board books
- book/media kits
- books and media on early literacy for parents and caregivers
- concept books
- DVDs and CDs
- e-books for children
- educational software to encourage vocabulary development and motor skills
- I-Can-Read books
- picture books

**Facilities (Space, Furniture, and Equipment)**

- dedicated area for children ages newborn to five that is comfortable, safe, and appropriate for this age group as well as the adults with them
- dedicated space for family use
- space to provide preschool programs
- family restrooms
- family computer areas that support shared use of digital resources
- appropriate shelving for preschool materials
- child-friendly furniture and computer desks

- listening and viewing stations
- appropriate seating at computer workstations to encourage adults and young children to use computer programs together

**Technology (Hardware, Software, Networks, and Telecommunication)**

- child-friendly computers

**Possible Measures****Number of Users**

- number and percent of preschoolers in the community who have a library card
- number of preschoolers attending programs in the library
- number of preschoolers attending programs at non-library locations
- number of preschool children participating in the Read-to-Me program
- number of parents and caregivers trained in early literacy techniques
- percent of people surveyed who indicate on a survey that they use the library on behalf of their preschool child or children

**Perceptions of Users**

- percent of parents and caregivers surveyed who respond that:
  - The library plays an important role in helping children to develop a love of books, reading, and learning.
  - The library plays an important role in helping children enter school ready to learn to read, write, and listen.
  - The library's services for preschools are very good or excellent.

**User Outcomes**

- number and percent of parents and caregivers who read to their children at least twice as often than they had before attending library training programs
- number and percent of parents and caregivers who bring their preschool children to the library at least twice as often as they had before attending library training programs
- number and percent of specified parents and caregivers who foster a love of reading in their children

**Units of Service Delivered**

- number of presentations made by library staff at preschools, daycare centers, and so on
- circulation of materials for preschool children (see Collection above)
- number of deposit collections circulated to preschools, daycare centers, hospitals, and so on
- number of preschool programs presented in the library